United Nations

Biennial programme plan and priorities for the period 2006-2007

General Assembly
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Fifty-ninth Session
Supplement No. 6 (A/59/6/Rev.1)

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Note

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

Preface

1. The General Assembly, in its resolution 58/269 of 23 December 2003 on strengthening of the United Nations: an agenda for further change, requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation; decided to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one, and requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process. The Assembly also decided that the programme narratives of the programme budget fascicles should be identical to the biennial programme plan.

3. The Secretary-General submitted to the General Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session,[1] the proposed plan outline and biennial programme plan of the strategic framework for the period 2006-2007.[2] For its deliberations the Committee for Programme and Coordination also had before it conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

4. The General Assembly, in its resolution 59/275 of 23 December 2004 on programme planning, having considered the report of the Committee for Programme and Coordination,[1] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2006-2007, those of the First Committee concerning programme 3, Disarmament (A/C.5/59/17), those of the Second Committee concerning programme 10, Trade and development (A/C.5/59/15), those concerning programme 19, Human rights (A/C.5/59/26), and those of the Special Political and Decolonization Committee (Fourth Committee) concerning programme 23, Public information (A/C.5/59/14). The Assembly decided to take no decision on the content of part one: plan outline.

5. In the same resolution, the General Assembly also requested the Secretary-General to issue in one document, before the forty-fifth session of the Committee for Programme and Coordination, only the priorities and the biennial programme plan as adopted. The content of the present document reflects that request.

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 16* (A/59/16).

[2] A/59/6 (Part One) and Corr.1, Prog. 1-9, 10/Rev.1, 11-22, 22/Corr.1 and 23-26.

[24 January 2005]

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Priorities for the period 2006-2007

The General Assembly, in its resolution 59/275 of 23 December 2004 on programme planning, decided that the priorities for the period 2006-2007 would be the following:

(a) Maintenance of international peace and security;

(b) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of this programme are: (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and its various subsidiary organs, the Trusteeship Council, the Economic and Social Council and most of its subsidiary and ad hoc bodies, and special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the General Assembly and other United Nations bodies; (b) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

1.2 The basic mandates for this programme are contained in the rules of procedure of the main organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, particularly resolutions on the reform and revitalization of the General Assembly, and on pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the General Assembly on the advice of the Committee on Conferences, in accordance with General Assembly resolution 43/222 B of 21 December 1988, which established the terms of reference of the Committee.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi are responsible for the implementation of this programme and the achievement of its objectives. Pursuant to General Assembly resolutions 57/300 of 23 December 2000 and 58/250 of 23 December 2003, the strategic framework under this programme seeks to make further advancements in the area of integrated global management, the control and limitation of documents in accordance with legislative mandates and adding value to information. During the biennium, both technical secretariat and conference-servicing support will be provided to the intergovernmental and expert bodies serviced by the Department in a more proactive and synergetic manner to achieve full-system benefits across headquarters conference services duty stations. This, together with the extensive application of information technology, subject to related provisions of the above-mentioned General Assembly resolutions, will result in enhanced quality, productivity, timeliness and cost-effectiveness of the operations under this programme. Regular client surveys will be used as an important measurement of the performance of conference services in the headquarters locations.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To facilitate deliberations and decision-making by intergovernmental bodies.[a]

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive technical and secretariat support to the Member States and other participants at the mandated meetings	(a) Decreased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the conduct of meetings as well as the level and quality of technical secretariat services
(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department	(b) Increased compliance rate with the submission deadline of the final reports of the intergovernmental bodies serviced by the Department

[a] Intergovernmental bodies refers to the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Economic and Social Council, their subsidiary bodies at Headquarters as well as other intergovernmental bodies supported by the Department.

Strategy

1.4 This subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department. The strategy to achieve the subprogramme objective will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in strengthening and revitalizing their work. Provision of analytical and historical information on proceedings by the General Assembly and the Economic and Social Council and the subsidiary machinery with a view of developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work, timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of these resolutions/decisions.

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[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Overall improvement in the quality of conference services	(a) Decreased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the quality of conference services
(b) Efficient utilization of global capacity of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and documentation services (ii) Increased percentage of shared assignments for meetings held away from established conference-servicing duty stations
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between number of meetings planned and number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Decreased percentage of documents not submitted by author departments/offices in accordance with the required deadline (ii) Decreased percentage of documents not submitted in accordance with the required deadline as well as those exceeding the page limit (iii) Decreased percentage of documents not issued in accordance with the six-week rule
(e) Increased provision of conference services to different major groupings and regional groups	(e) Percentage of meetings of major groupings and regional groups serviced by the Department

Strategy

1.5 Substantive responsibility for this subprogramme is assigned to the Central Planning and Coordination Service of the Department. The Service will focus on:

(a) Harmonizing policy procedures at all conference-servicing centres of the Organization;

(b) Global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and cost information;

(c) Analysis of available conference resources for mandated meetings through regular consultations with United Nations bodies at Headquarters and other duty stations with a view to assessing their needs and optimizing submission of all pre-session documentation;

(d) Establishing and monitoring, through research and consultation, mandated pre-session document needs for each session of each organ;

(e) Upgrading, pursuant to the managerial responsibilities of the Secretary-General, the technological capacity in conference services in line with new developments in technology, in accordance with legislative mandates, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided;

(f) Managing compliance by author departments and offices of the Secretariat with regulations governing the timely and orderly preparation of parliamentary documentation;

(g) Provision of substantive and technical support to the Committee on Conferences for the effective delivery of its mandate.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) (i) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services (ii) Efficient self-revision that is consistent with quality in all official languages, in accordance with the relevant General Assembly resolutions
(b) Quality and cost-effectiveness of translation services	(b) Optimal mix of various modes of translation (measured in pages)

Strategy

1.6 This subprogramme is under the responsibility of the Documentation Division. The emphasis will be placed on:

(a) The attainment of full electronic processing of documentation (e-processing), maintaining a rational and synchronized workflow, through, in particular, extensive training of the Division's staff (reference assistants, terminologists, editors and translators) and optimal use of technology in the translation and editorial processes;

(b) Increase in workload sharing of the translation work among duty stations through expansion of e-processing.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, meetings and publishing services	(a) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation and verbatim services (measured in workdays) (ii) Percentage of documents issued in printed form

Strategy

1.7 This subprogramme is under the responsibility of the Meetings and Publishing Division. The Division will focus on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, meetings and publishing services, in particular through optimum allocation of available resources, information sharing with other conference centres regarding interpretation workload, and training of staff in application of information technology in interpretation and publishing processes;

(b) Expansion of cost-effective modes of documentation publishing to achieve better quality and timeliness.

B. Conference management, Geneva[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity through closer coordination with conference services at other duty stations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Overall improvement in the quality of conference services	(a) Decreased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the quality of conference services
(b) Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) Increased percentage of capacity utilization for interpretation and documentation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between number of meetings planned and number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Decreased percentage of documents not submitted by author departments/offices in accordance with the required deadline (ii) Decreased percentage of documents not submitted in accordance with the required deadline as well as those exceeding the page limit (iii) Decreased percentage of documents not issued in accordance with the six-week rule

Strategy

1.8 Within the Conference Services Division of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus its strategy on:

(a) Conducting regular consultations with United Nations bodies serviced by the Division with a view to assessing and assisting in formulating their conference servicing needs and optimizing submission of all pre-session documentation and most cost-effective utilization of available resources;

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[2] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(b) Managing compliance by author departments and offices of the Secretariat with regulations governing the timely and orderly preparation of parliamentary documentation;

(c) Upgrading, pursuant to the managerial responsibilities of the Secretary-General, the technological capacity in conference services in line with new developments in technology, in accordance with legislative mandates, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) (i) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services (ii) Efficient self-revision that is consistent with quality in all official languages, in accordance with the relevant General Assembly resolutions
(b) Quality and cost-effectiveness of translation services	(b) Optimal mix of various modes of translation (measured in pages)

Strategy

1.9 This subprogramme is under the responsibility of the Languages Service and the Official Records Editing Section. The emphasis will be placed on the attainment of full electronic processing of documentation (e-processing), maintaining a rational and synchronized workflow, through, in particular, extensive training of staff (reference assistants, terminologists, editors and translators) and optimal use of technology in the translation and editorial processes, and on use of the most cost-effective modes of editing and translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, meetings and publishing services	(a) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in workdays) (ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.10 This subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-Processing Section. The emphasis will be placed on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, meetings and publishing services, in particular through optimum allocation of available resources, information sharing with other conference centres regarding interpretation workload, and training of staff in application of information technology in interpretation and publishing processes;

(b) Expansion of cost-effective modes of documentation publishing to achieve better quality and timeliness.

C. Conference management, Vienna[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity through closer coordination with conference services at other duty stations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Overall improvement in the quality of conference services	(a) Decreased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the quality of conference services
(b) Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) Increased percentage of capacity utilization for interpretation and documentation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between number of meetings planned and number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat, in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with six-week rule for availability of documentation	(d) (i) Decreased percentage of documents not submitted by author departments/offices in accordance with the required deadline (ii) Decreased percentage of documents not submitted in accordance with the required deadline as well as those exceeding the page limit (iii) Decreased percentage of documents not issued in accordance with the six-week rule

Strategy

1.11 Within the Conference Management Service at the United Nations Office at Vienna, substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section. The Section will focus on:

(a) Assessing conference servicing needs of United Nations bodies stationed at Vienna and client organizations (International Atomic Energy Agency, United Nations Industrial Development Organization, Comprehensive Nuclear-Test-Ban Treaty Organization), assisting them in formulating those needs, and optimizing submission of all pre-session documentation;

(b) Managing compliance by its clients with regulations governing the timely and orderly preparation of parliamentary documentation with a view of the most cost-effective utilization of resources;

(c) Upgrading, pursuant to the managerial responsibilities of the Secretary-General, the technological capacity in conference services in line with new developments in technology, in accordance with legislative mandates, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) (i) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
	(ii) Efficient self-revision that is consistent with quality in all official languages, in accordance with the relevant General Assembly resolutions
(b) Quality and cost-effectiveness of translation services	(b) Optimal mix of various modes of translation (measured in pages)

Strategy

1.12 This subprogramme is under the responsibility of the six Translation and the Text-Processing Sections, the Editorial Control Unit and the Linguistic Support Unit. The emphasis will be placed on the attainment of full electronic processing of documentation (e-processing), maintaining a rational and synchronized workflow, through, in particular, extensive training of staff (reference assistants, terminologists, editors and translators) and optimal use of technology in the translation and editorial processes, and on the use of the most cost-effective modes of editing and translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, meetings and publishing services	(a) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in workdays)
	(ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.13 This subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit, the Text-Processing Units and the Reproduction and Distribution Unit. During the biennium, emphasis will be placed on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, meetings and publishing services, in particular through optimum allocation of available resources, information sharing with other conference centres regarding interpretation workload, and training of staff in the application of information technology in interpretation and publishing processes;

(b) Expansion of cost-effective modes of documentation publishing to achieve better quality and timeliness.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity through closer coordination with conference services at other duty stations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Overall improvement in the quality of conference services	(a) Decreased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the quality of conference services
(b) Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) Increased percentage of capacity utilization for interpretation and documentation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between number of meetings planned and number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Decreased percentage of documents not submitted by author departments/offices in accordance with the required deadline (ii) Decreased percentage of documents not submitted in accordance with the required deadline as well as those exceeding the page limit (iii) Decreased percentage of documents not issued in accordance with the six-week rule

Strategy

1.14 Within the Division of Conference Services of the United Nations Office at Nairobi, substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on:

(a) Assessing conference servicing needs and planning and coordination of the conference services of UNEP and UN-Habitat and other United Nations system organizations stationed at Nairobi, on the basis of approved mandates and meeting requests and availability of capacity in conference resources at the United Nations

Office at Nairobi and other headquarters; assisting them in formulating those needs in the most cost-effective manner;

(b) Managing compliance by its clients with regulations governing the timely and orderly preparation of parliamentary documentation with a view to the most cost-effective utilization of resources;

(c) Upgrading, pursuant to the managerial responsibilities of the Secretary-General, the technological capacity in conference services in line with new developments in technology, in accordance with legislative mandates, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) (i) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
	(ii) Efficient self-revision that is consistent with quality in all official languages, in accordance with the relevant General Assembly resolutions
(b) Quality and cost-effectiveness of translation services	(b) Optimal mix of various modes of translation (measured in pages)

Strategy

1.15 This subprogramme is under the responsibility of the Translation and Editorial Section. The emphasis will be placed on the attainment of full electronic processing of documentation (e-processing), maintaining a rational and synchronized workflow, through, in particular, extensive training of staff (reference assistants, terminologists, editors and translators) and optimal use of technology in the translation and editorial processes, and on the use of the most cost-effective modes of editing and translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations equally in all the official languages of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, meetings and publishing services	(a) Absence of complaints by representatives of Member States at intergovernmental organs, members of expert bodies and client departments as to the interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in workdays)
	(ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.16 This subprogramme is under the responsibility of the Interpretation and the Publishing Sections. During the biennium emphasis will be placed on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, meetings and publishing services, in particular through optimum allocation of available resources, information sharing with other conference centres regarding interpretation workload, and training of staff in application of information technology in interpretation and publishing processes;

(b) Expansion of cost-effective modes of documentation publishing to achieve better quality, and timeliness.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
52/12 A and B	Renewing the United Nations: a programme for reform
56/262	Multilingualism
57/283 B	Pattern of conferences
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
58/250	Pattern of conferences

Programme 2
Political affairs

Overall orientation

2.1 The overall objective of the programme is to maintain international peace and security by assisting States involved in disputes or conflict to resolve their differences peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions of the Organization, wherever possible, by preventing conflicts from arising through preventive diplomacy and peacemaking. The direction of the programme is provided in the pertinent resolutions of the General Assembly and the mandates of the Security Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy in meeting the programme's objectives is designed around six subprogrammes, which includes the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO), as a separate subprogramme. The activities to be implemented relate to: early warning; preventive diplomacy; peacemaking and post-conflict peacebuilding; electoral assistance; the provision of substantive support to policy-making organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the Special Coordinator for the Middle East Peace Process. These activities constitute the core functions of the Department of Political Affairs and together represent interdependent and complementary components of a comprehensive conflict-prevention, conflict-management and peacebuilding approach.

2.3 The Department will continue to strive to reinforce the Organization's capacity for early warning, good offices and non-military measures to prevent disputes from escalating into conflicts, as well as to resolve conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principles of non-intervention in matters that are essentially within the domestic jurisdiction of any State as well as respecting the principles of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.4 In its capacity as the lead department on the subject of terrorism, the Department of Political Affairs will work with the United Nations Office on Drugs and Crime and with other relevant Departments within the Secretariat in the implementation of Security Council resolution 1373 (2001).

2.5 Special attention will also be given to incorporating a gender perspective into the work of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

Subprogramme 1
Prevention, control and resolution of conflicts

Objective of the Organization: To assist in the prevention, control and resolution of conflicts through peaceful means as well as to promote a more cohesive and integrated response by the United Nations system in addressing post-conflict peacebuilding challenges facing countries emerging from crisis.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capability to identify and address conflict situations and to participate in their resolution	(a) (i) Increased percentage of conflict situations addressed through peaceful means
	(ii) 100 per cent response to requests of Member States and regional organizations for preventive action
(b) Improved capability to keep the peace process on track once an agreement has been signed and to facilitate a durable peace	(b) Number of Member States in which post-conflict peacebuilding activities are carried out

Strategy

2.6 Substantive responsibility for this subprogramme is vested in the regional divisions, namely the Africa I and Africa II Divisions, the Americas and Europe Division, and the Asia and the Pacific Division, which are assisted by the Policy Planning Unit. In order to attain the objective of this subprogramme, the Department will promote a more effective and cohesive response to help prevent, control and resolve conflicts and to address post-conflict peacebuilding challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to new conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available, and providing substantive support to, the Secretary-General's good offices aimed at facilitating peaceful outcomes of sensitive situations in various regions; (e) enhancing capacity for cooperation with regional and subregional organizations; (f) providing substantive support and guidance to special political and peacebuilding missions with the agreement of the Member States concerned, where appropriate; (g) strengthening the Department's capacity and expertise in order to address challenges to peace and security more effectively; (h) undertaking research on post-conflict issues and best practices by the United Nations system in this area; (i) developing coherent strategies for post-conflict peacebuilding, linking diplomatic, military, humanitarian and developmental efforts by the United Nations system and other international and regional actors. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system.

Subprogramme 2
Electoral assistance

Objective of the Organization: To render electoral assistance to Member States, at their request and in accordance with the relevant decisions of the Security Council and the General Assembly, through the provision of the technical and advisory support necessary for holding periodic and fair elections.

Expected accomplishment of the Secretariat	*Indicator of achievement*
Enhanced capacity of Member States requesting assistance to organize periodic and fair elections	Increased number of successful United Nations electoral assistance missions

Strategy

2.7 Substantive responsibility for this subprogramme is vested in the Electoral Assistance Division, which provides the leading role in all United Nations electoral assistance activities. To achieve the objective of this subprogramme, the Electoral Assistance Division will provide international expertise in a timely, coordinated and effective manner for the organization and conduct of electoral processes to requesting Member States, including key guidance and support in the context of peace negotiations, peacekeeping and peacebuilding missions. The Division will assess the needs for the holding of elections in the requesting countries. On the basis of those assessments, the Division will formulate strategic responses and provide guidance on their execution, including technical cooperation and expert advice on the establishment and enhancement of electoral management bodies. In doing so, it will establish partnerships with national and international bodies, within and outside the United Nations system, in order to foster the consistent application of international standards. It will develop technical parameters and best practices in the field. The Division will also provide guidance on the establishment of electoral components in peace operations and on the organization of elections based on a mandate. The Division, in compliance with resolutions from the General Assembly or the Security Council, will support United Nations electoral observers when deployed.

Subprogramme 3
Security Council affairs

Objective of the Organization: To facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Meetings conducted in a timely and procedurally correct manner	(a) Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(b) Increased number of pages viewed of the online *Repertoire of the Practice of the Security Council* and increased number of times that the Security Council web site is accessed
(c) Decisions of the Security Council and its subsidiary organs are appropriately followed up	(c) Establishment under Security Council sanctions committees, of monitoring mechanisms within the time frame stipulated by Security Council resolutions
(d) Efficient and timely organization and staffing of Security Council missions to countries concerning matters of which the Council is seized	(d) Efficient and effective Security Council missions to countries concerning matters of which the Council is seized

Strategy

2.8 Responsibility for this subprogramme is vested in the Security Council Affairs Division, which will provide advice and substantive services to the Security Council and its subsidiary organs, particularly the sanctions committees and the Counter-Terrorism Committee, informal working groups and the Military Staff Committee. Advice and substantive services will be provided through: timely issuance of parliamentary documentation and communications; effective coordination of meetings; provision of guidance, in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice, to the Security Council and wider United Nations membership; provision of support to expert monitoring groups and panels; planning and organization of missions by Security Council members and chairpersons of its subsidiary organs; research and analysis, including with respect to the implementation, effectiveness and impact of mandatory measures or sanctions imposed by the Council; advocacy and advice regarding the concept of "smarter" sanctions; and provision of familiarization sessions for new members of the Security Council with respect to the evolving procedure, practice and working methods of the Council and its subsidiary organs, particularly the sanctions committees.

Subprogramme 4
Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 16 remaining Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

Expected accomplishment of the Secretariat	*Indicator of achievement*
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories	At least 95 per cent of parliamentary documents are submitted within deadlines

Strategy

2.9 Responsibility for this subprogramme lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples as well as to the General Assembly. The issues related to decolonization are guided by the Charter, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in General Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant resolutions of the General Assembly.

2.10 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the General Assembly. The Special Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. The Committee will examine the views of the representatives of the Non-Self-Governing Territories. It will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories. The Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the General Assembly.

2.11 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Special Committee, including: in its deliberations on the situation in the remaining 16 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system, aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights.

Expected accomplishments of the Secretariat	*Indicators of achievement*
Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives (ii) Increased number of civil society organizations accredited to the Committee on the Exercise of the Inalienable Rights of the Palestinian People (iii) Increased number of pages viewed on the United Nations web site on the question of Palestine

Strategy

2.12 The Department of Political Affairs will conduct research and prepare analytical studies on the application and interpretation of the relevant articles of the Charter and implement General Assembly mandates regarding the *Repertory of Practice of United Nations Organs*.

2.13 Substantive responsibility for implementing the subprogramme is vested in the Division for Palestinian Rights. The question of Palestine was first considered by the General Assembly in 1947. By its resolution 3376 (XXX) of 10 November 1975, the Assembly established the Committee on the Exercise of the Inalienable Rights of the Palestinian People. Substantive and secretariat support will be provided to the Committee in its deliberations and its annual programmes of work. Assistance will also be provided to the Committee in promoting a comprehensive, just and lasting settlement of the question of Palestine in accordance with all relevant United Nations resolutions, as well as the full and effective implementation of the Israeli-Palestinian peace agreements. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including technical cooperation, such as an annual training programme for officials of the

Palestinian Authority. The peace process is expected to result in a negotiated settlement of all outstanding issues. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international legitimacy. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations Information System on the Question of Palestine (UNISPAL) and the United Nations web site.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increased frequency of negotiations between parties involved in the conflict
(b) Mobilization of resources for improving the socio-economic conditions of the Palestinian people	(b) Increased level of resources made available for improving the socio-economic conditions of the Palestinian people
(c) Coordinated response to the humanitarian needs of the Palestinian people	(c) Number of joint projects and activities carried out by United Nations system organizations

Strategy

2.14 The Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) was established in accordance with resolution 48/213 of 21 December 1993, in which the General Assembly requested the Secretary-General to ensure the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and to mobilize financial, technical, and economic assistance, and with resolution 49/88 of 16 December 1994, in which the Assembly welcomed the appointment of the Special Coordinator. The Special Coordinator serves as the United Nations focal point for the Middle East peace process, including the socio-economic aspects of the peace process and related United Nations development assistance for Jordan, Lebanon, the Occupied Palestinian Territories and the Syrian Arab Republic.

2.15 The Special Coordinator, through exploration with relevant actors, will develop ways to support the Middle East peace process and provide a coordinated United Nations response to the humanitarian needs of the Palestinian people. This will include responding to requests from negotiating parties and Member States for assistance related to the diplomatic and socio-economic aspects of the peace process. The Special Coordinator will also develop and provide recommendations on diplomatic, legal, socio-economic and security issues as part of United Nations diplomatic input to the Middle East talks and related consultations, in close coordination with relevant United Nations agencies and programmes. The Special Coordinator will continue to play a leading role in both formal and informal coordination mechanisms and will provide political and humanitarian guidance and support to United Nations agencies and programmes. Greater focus will be given to the linkage between the political processes and the social and economic situation that underpins and strengthens these processes.

Legislative mandates

Subprogramme 1
Prevention, control and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
55/161	Observer status for the Economic Community of Central African States in the General Assembly
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/32	Observer status for the Inter-Parliamentary Union in the General Assembly
57/35	Cooperation between the United Nations and the Association of South-East Asian Nations
57/37	Cooperation between the United Nations and the Pacific Islands Forum
57/40	Cooperation between the United Nations and the Economic Community of Central African States
57/41	Cooperation between the United Nations and the Caribbean Community
57/42	Cooperation between the United Nations and the Organization of the Islamic Conference
57/43	Cooperation between the United Nations and the International Organization of la Francophonie
57/44	Cooperation between the United Nations and the Southern African Development Community
57/46	Cooperation between the United Nations and the League of Arab States
57/47	Cooperation between the United Nations and the Inter-Parliamentary Union
57/48	Cooperation between the United Nations and the African Union
57/156	Cooperation between the United Nations and the Council of Europe
57/157	Cooperation between the United Nations and the Organization of American States

57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
58/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
58/10	Zone of peace and cooperation of the South Atlantic
58/21	Peaceful settlement of the question of Palestine
58/81	Measures to eliminate international terrorism
58/85	Observer status for the GUUAM [Georgia, Ukraine, Uzbekistan, Azerbaijan and the Republic of Moldova] in the General Assembly
58/86	Observer status for the East African Community in the General Assembly
58/109	Question of Western Sahara
58/239	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
58/247	Situation of human rights in Myanmar

Security Council resolutions

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa
1366 (2001)	Prevention of armed conflict

Subprogramme 2
Electoral assistance

General Assembly resolutions

58/180	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47, and 50.

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222	Pattern of conferences
58/248	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization

Security Council resolutions

1373 (2001)	Measures to eliminate international terrorism
1535 (2004)	Revitalization of the Counter-Terrorism Committee

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
52/220	Questions relating to the proposed programme budget for the biennium 1998-1999
55/146	Second International Decade for the Eradication of Colonialism
58/102	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
58/103	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
58/104	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations

58/105	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
58/106	Question of New Caledonia
58/107	Question of Tokelau
58/108	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands
58/109	Question of Western Sahara
58/110	Dissemination of information on decolonization
58/111	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/511	Question of the Falkland Islands (Malvinas)
58/526	Question of Gibraltar

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
58/18	Committee on the Exercise of the Inalienable Rights of the Palestinian People
58/19	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

48/213	Assistance to the Palestinian people
49/88	Middle East peace process

Programme 3

Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/5) and takes into account other relevant resolutions of the United Nations. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization. Conventional disarmament, especially with regard to major weapons systems, small arms and light weapons and landmines, has received growing attention from the international community over the last few years.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Department for Disarmament Affairs. The Department's strategy for implementing the programme is based on its role and responsibility for facilitating and encouraging, as appropriate, disarmament measures at all levels. The Department will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament. Support will be given to efforts of Member States in the areas of disarmament and non-proliferation in order to help maintain international peace and security and to contribute to global efforts against terrorism. The Department will enhance its efforts aimed at promoting and facilitating the implementation of the Programme of Action adopted at the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as practical disarmament measures. It will promote transparency, based on the principle of undiminished security for all, and confidence-building measures in the field of disarmament. It will continue to be a source of impartial and factual information on disarmament and security-related matters for Member States, organizations of the United Nations system, regional organizations and non-governmental organizations and will expand its educational outreach programmes. Through its regional centres for peace and disarmament, the Department will assist Member States in promoting regional approaches to disarmament and security. It will also continue to contribute to efforts to enhance disarmament expertise in Member States, particularly in developing countries.

3.4 The Department will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. This will also include monitoring and assessing current and future trends in the field of disarmament and international security.

3.5 Training and advisory services will continue to be provided, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums. The Department will also assist Member States in increasing understanding among them of the relationship between disarmament and development.

3.6 Gender mainstreaming will continue to be built into the activities of the programme through the implementation of a gender plan of action aimed at raising awareness, commitment and capacity for gender mainstreaming in disarmament affairs.

Subprogramme 1
Multilateral negotiations on arms limitation, disarmament and non-proliferation

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on arms limitation and disarmament, including non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral arms limitation and disarmament agreements in those areas.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced quality of organizational and substantive services provided to the Conference on Disarmament and to the conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects	(a) Feedback from delegations as to the standard of organizational and substantive services provided
(b) Enhanced assistance in the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms limitation and disarmament agreements	(b) Feedback from delegations as to the standard of organizational and substantive services provided
(c) (i) Increased support for the United Nations Disarmament Fellowship, Training and Advisory Services Programme	(c) (i) Increased percentage of States sponsoring the relevant draft resolution and number of participants in the programme
(ii) Improved gender balance in applications for the United Nations Disarmament Fellowship, Training and Advisory Services Programme	(ii) Increased percentage of female participants in the programme

Strategy

3.7 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued through:

(a) Providing organizational and substantive support as well as sound advice on procedures and practices to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral arms limitation and disarmament agreements;

(b) Assisting Member States in consensus-building by providing timely and comprehensive political analyses and policy options;

(c) Supporting the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms limitation, disarmament and non-proliferation agreements;

(d) Assisting the Secretary-General of the Conference and Personal Representative of the Secretary-General of the United Nations, as well as presidents and officers of the conferences and meetings in the performance of their functions;

(e) Providing specialized training in the field of arms limitation and disarmament to Member States, in particular developing countries, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme; and promoting the gender-balanced participation in the programme;

(f) Providing Member States and international and non-governmental organizations participating in United Nations disarmament-related conferences and meetings with updated information and advisory services on arms control and disarmament.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for nuclear disarmament and non-proliferation in all its aspects and to assist Member States, at their request, in supporting existing treaties related to weapons of mass destruction.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced process of deliberations, negotiations and consensus-building on disarmament issues, including non-proliferation in all its aspects, relating to weapons of mass destruction, in particular nuclear weapons, as well as their delivery systems, by Member States and States parties and other interested States requesting assistance	(a) Feedback from delegations as to the standard of organizational and substantive services provided
(b) Enhanced use by Member States of information on issues relating to weapons of mass destruction, in particular nuclear weapons, including new trends and developments, as well as on the potential threat of use of weapons of mass destruction and related materials in terrorist acts	(b) (i) Increased number of requests to the Branch for background information, policy and analytical advice (ii) Increased number of visits (page views) to the Branch's web page
(c) Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme	(c) Increased percentage of female representation in governmental expert panels/groups mandated by the General Assembly and in events organized by the Branch

Strategy

3.8 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued through:

(a) Assisting and supporting Member States in their negotiations, deliberations and consensus-building in the area of weapons of mass destruction, in particular nuclear weapons, and on their delivery systems, as well as assisting Member States, at their request, in their endeavours in the area of disarmament and non-proliferation, including global efforts against terrorism;

(b) Assisting and supporting States parties and other interested States, at their request, in their efforts to achieve the full implementation and universalization of existing multilateral agreements related to weapons of mass destruction, in particular nuclear weapons and their delivery systems;

(c) Enhancing cooperation in accordance with existing arrangements with the International Atomic Energy Agency, the Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of weapons of mass destruction and their delivery systems;

(d) Monitoring and assessing current and future trends in the area of weapons of mass destruction with a view to achieving an improved capacity to provide timely and accurate information and analyses;

(e) Promoting the inclusion of a gender perspective in the substance and activities of the subprogramme, as appropriate.

Subprogramme 3
Conventional arms (including practical disarmament measures)

Objective of the Organization: To promote greater mutual confidence between Member States in the field of conventional arms and to address the destabilizing and excessive accumulation of and illicit trafficking in and manufacture of small arms and light weapons.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons	(a) Increased number of initiatives undertaken at the global, regional and national levels to implement the Programme of Action on Small Arms and Light Weapons
(b) High level of participation by Member States in United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments	(b) (i) Percentage of States participating in the United Nations Register of Conventional Arms (ii) Percentage of States providing additional information on procurement from national production and military holdings, pending the development of the Register by Member States (iii) Percentage of States participating in the United Nations standardized instrument for reporting military expenditures
(c) Enhanced international dialogue, common understanding and consensus-building on conventional disarmament issues	(c) New recommendations by and additional agreements among Member States on matters related to conventional disarmament
(d) Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme	(d) Increased percentage of female representation in governmental expert panels/groups mandated by the General Assembly and in events organized by the Branch

Strategy

3.9 The subprogramme is implemented by the Conventional Arms Branch (including practical disarmament measures). The objective of the subprogramme will be pursued through:

(a) Supporting the implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(b) Ensuring comprehensive, coordinated and coherent efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons by maximizing the effectiveness of the Coordinating Action on Small Arms (CASA) mechanism;

(c) Facilitating the processes of deliberation, negotiation and consensus-building in the field of conventional arms;

(d) Supporting the adoption and implementation of confidence-building measures among interested Member States;

(e) Monitoring trends in military expenditures and encouraging Member States to report annually to the United Nations standardized instrument for reporting military expenditures;

(f) Supporting the continued operation and development of the United Nations Register of Conventional Arms;

(g) Identifying emerging issues and challenges in the field of conventional arms control and analysing their impact on international peace and security;

(h) Promoting the inclusion of a gender perspective into the substance and activities of the subprogramme, as appropriate.

Subprogramme 4
Monitoring, database and information

Objective of the Organization: To provide Member States and the public with objective, impartial and up-to-date information on disarmament activities.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased utilization of information materials of the Department	(a) (i) Record of opinions expressed by end-users on informational materials and/or publications that they considered useful in carrying out their work (ii) Number of requests for briefings (iii) Number of visits (page views) to the Department's web site
(b) Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education	(b) Number of activities at the national, regional and multilateral levels implementing the recommendations of the 2002 United Nations study on disarmament and non-proliferation education
(c) Incorporation of gender perspectives in multilateral disarmament issues	(c) Increased percentage of female members on the Secretary-General's Advisory Board on Disarmament Matters
(d) Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament	(d) Increased delivery to Member States of factual and objective information regarding various aspects of disarmament and easier access by end-users to such information (status of treaties, treaty obligations, progress in negotiations, etc.), with the active use of electronic means

Strategy

3.10 The subprogramme is implemented by the Monitoring, Database and Information Branch. The objective of the subprogramme will be pursued through:

(a) Continuing to undertake outreach activities covering all aspects of disarmament;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters;

(c) Continuing to carry out information and education activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information, as well as with civil society organizations, especially non-governmental and academic organizations;

(d) Increasing collaboration with the United Nations Institute for Disarmament Research;

(e) Devoting special focus to the promotion and implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education;

(f) Increasingly exploiting the electronic medium for dissemination and exchange of information, in particular by developing specialized web pages for end-users, including: delegations; representatives of intergovernmental organizations and institutions; specialized agencies of the United Nations system; researchers and educators; civil society, especially representatives of non-governmental organizations; the media; and the general public;

(g) Promoting the inclusion of gender perspective into the substance and activities of the subprogramme, as appropriate.

Subprogramme 5
Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament and international security issues	(a) Number of activities undertaken at the national, subregional and regional levels
(b) Greater cooperation among national, regional and subregional entities within each region and subregion in the areas of disarmament and international security	(b) (i) Number of national, regional and subregional entities participating in events organized by the Regional Branch and the regional centres
	(ii) Number of requests for collaboration in organizing events at the regional and subregional levels
(c) Greater awareness of the need to mainstream a gender perspective into disarmament-related undertakings at the regional and subregional levels	(c) Number of regional and subregional projects mainstreaming a gender perspective

Strategy

3.11 The subprogramme is implemented by the Regional Branch and the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued through:

(a) Promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament and international security issues;

(b) Promoting understanding of regional and subregional disarmament;

(c) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;

(d) Supporting national, regional and subregional implementation of existing multilateral disarmament instruments;

(e) Promoting advocacy and supporting capacity-building in all areas of disarmament at the regional and subregional levels;

(f) Raising awareness and supporting capacity-building for gender mainstreaming in disarmament and international security.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly (first special session on disarmament 1978)
38/183 O	Advisory Board on Disarmament Studies
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
45/62 G	Tenth anniversary of the United Nations Institute for Disarmament Research
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
56/15	Verification in all its aspects, including the role of the United Nations in the field of verification
56/24 O	General and complete disarmament: 2005 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
57/50	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons
57/60	United Nations study on disarmament and non-proliferation education
57/62	Measures to uphold the authority of the 1925 Geneva Protocol
57/65	Relationship between disarmament and development
57/67	Mongolia's international security and nuclear-weapon-free status
57/69	Establishment of a nuclear-weapon-free zone in Central Asia
57/81	Consolidation of peace through practical disarmament measures
57/90	United Nations Disarmament Information Programme
58/28	Objective information on military matters, including transparency of military expenditures
58/29	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
58/30	African Nuclear-Weapon-Free-Zone Treaty (Pelindaba Treaty)
58/31	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
58/32	Developments in the field of information and telecommunications in the context of international security

58/34	Establishment of a nuclear-weapon-free zone in the region of the Middle East
58/35	Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
58/36	Prevention of an arms race in outer space
58/37	Missiles
58/38	Regional disarmament
58/39	Conventional arms control at the regional and subregional levels
58/40	Prohibition of the dumping of radioactive wastes
58/42	National legislation on transfer of arms, military equipment and dual-use goods and technology
58/43	Confidence-building measures in the regional and subregional context
58/44	Promotion of multilateralism in the area of disarmament and non-proliferation
58/45	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
58/46	Follow-up to the advisory opinion of the International Court of Justice on the *Legality of the Threat or Use of Nuclear Weapons*
58/47	Reducing nuclear danger
58/48	Measures to prevent terrorists from acquiring weapons of mass destruction
58/49	Nuclear-weapon-free southern hemisphere and adjacent areas
58/50	Reduction of non-strategic nuclear weapons
58/51	Towards a nuclear-weapon-free world: the need for a new agenda
58/52	Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction
58/53	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
58/54	Transparency in armaments
58/55	Promotion at the regional level in the Organization for Security and Cooperation in Europe of the United Nations programme of action on the illicit trade in small arms and light weapons in all its aspects
58/56	Nuclear disarmament

58/57	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices (paras. 1 and 2)
58/58	Assistance to States for curbing the illicit traffic in small arms and collecting them
58/59	A path to the total elimination of nuclear weapons
58/60	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
58/61	United Nations Regional Centre for Peace and Disarmament in Africa
58/62	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
58/63	United Nations regional centres for peace and disarmament
58/64	Convention on the Prohibition of the Use of Nuclear Weapons
58/65	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
58/66	Report of the Conference on Disarmament
58/67	Report of the Disarmament Commission
58/68	The risk of nuclear proliferation in the Middle East
58/69	Convention on the Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
58/70	Strengthening of security and cooperation in the Mediterranean region
58/71	Comprehensive Nuclear-Test-Ban Treaty
58/72	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
58/241	The illicit trade in small arms and light weapons in all its aspects

General Assembly decisions

58/517	United Nations conference to identify ways of eliminating nuclear danger in the context of nuclear disarmament
58/521	Convening of the fourth special session of the General Assembly devoted to disarmament

Programme 4

Peacekeeping operations

A. Peacekeeping operations

Overall orientation

4.1 The purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in resolutions of the Security Council and the General Assembly.

4.2 The programme closely coordinates five interdependent and complementary subprogrammes (Operations, Mission support, Military, Civilian police and Mine action coordination) and integrates cross-cutting responsibilities. Programme strategies are based on the development of capacities to address a wide variety of conflict situations and the need to plan, establish, manage and direct peacekeeping operations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Peacekeeping mandates may include the monitoring of ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising, and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and legitimate government authority, coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for a transitional administration or executive law enforcement, including criminal justice functions. The programme serves as the lead department in the implementation of integrated mandates, including multisectoral assistance operations, and provides logistical and administrative support, in addition to demining coordination. Regional approaches to peacekeeping, in terms of peacekeeping capacity, political strategies and common support to multiple operations, will be pursued when appropriate.

4.3 The programme will inform Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop and police contributors, which need to make informed decisions on their participation in peacekeeping missions. Special attention will be given to the safety and security of peacekeepers in the field. Careful consideration will also be given to gender and geographical balance in the staffing of peacekeeping operations.

4.4 Meeting the complex and evolving challenges of modern peacekeeping requires an integrated approach and greater coordination within the United Nations system and with external peacekeeping partners, including international financial institutions and regional organizations, to enhance the ability of the international community to maintain peace and security. To increase the programme's effectiveness, the research, analysis, review and application of peacekeeping best practices and lessons learned will continue, as will continued emphasis on proper conduct and tailored training for all peacekeeping personnel. In addition, the Department of Peacekeeping Operations will continue its gender mainstreaming strategy, aimed at providing better policies and programmes that take fully into account the impact of peacekeeping operations on women, men, girls and boys. This will entail the incorporation of gender perspectives in all peacekeeping activities, from the initial planning stages to the liquidation of a mission, as well as ensuring adequate gender expertise at Headquarters and in the field.

4.5 The programme will provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Department of Peacekeeping Operations will implement the recommendations of the Special Committee, as endorsed by the General Assembly.

Subprogramme 1
Operations

Objective of the Organization: Effective implementation of Security Council mandates to plan, establish, and manage peacekeeping operations

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries	(a) Security Council resolutions incorporate recommendations for establishing new, or adjusting existing, peacekeeping operations
(b) Effective and efficient direction and support for peacekeeping operations	(b) (i) Relevant benchmarks of mission or mandate implementation are met (ii) Number of successful structural arrangements with regional organizations as judged by mandate fulfilment

Strategy

4.6 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing and other contributing countries on peacekeeping issues and on the integrated planning, effective direction of and support for peacekeeping operations through, inter alia, the provision of policy and operational guidance, security management and gender mainstreaming.

4.7 The United Nations faces increased challenges in planning for and effectively implementing the complex mandates that are often called for in peacekeeping operations today and in meeting the planning demands of surges in operational activity. The Office of Operations will seek to coordinate a fully integrated mission-planning process across all stakeholders within the United Nations system, producing a mission concept of operations and component plans that are fully understood, integrated and owned, both at Headquarters and in the field. Best practices and lessons learned will be incorporated into the design, planning and implementation of new and existing missions. The safety and security of personnel working in peacekeeping operations will be accorded the highest priority, and to that end appropriate attention, both at Headquarters and in the field, will be given to information management, security assessment and risk and threat analysis. In addition, the Office of Operations will seek to promote regional peacekeeping capacity and organizational relationships and focus on partnerships to address cross-cutting issues.

Subprogramme 2
Mission support

Objective of the Organization: To staff, finance and equip United Nations peacekeeping and related operations to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates	(a) (i) A fully functional mission of up to 5,000 personnel within 90 days of a Security Council mandate (ii) 100 per cent readiness of strategic deployment stocks
(b) Increased efficiency and effectiveness of peace operations	(b) (i) Average mission vacancy rates of less than 7 per cent for international staff and less than 5 per cent for national staff (ii) 95 per cent of all planned immediate operational requirements are achieved on the target date (iii) Number of applicable and effective support models that are used in support of peace operations (iv) 100 per cent of international civilian staff have been given pre-deployment training, in-mission training and appropriate training and development (v) High percentage of senior staff present in the field at the commencement of the mission (vi) Streamlined process of civilian recruitment and reduction of waiting times

Strategy

4.8 Within the Department of Peacekeeping Operations, the substantive responsibility for this subprogramme is vested in the Office of Mission Support. The activities of the Office include ongoing support to peacekeeping and other operations in the areas of personnel, finance, logistics and communications. The subprogramme will enable missions to sustain themselves effectively and efficiently for the fulfilment of their mandates, respond to changing circumstances on the ground or changes in mandate and provide assistance and services when missions are unable to do so themselves. The subprogramme will continually monitor and provide policy guidance and oversight to the delivery of mission support. The subprogramme will also work towards the effective management of field missions.

To that end, the subprogramme will enhance resource planning and improve project management techniques and processes, including the development of a repertoire of replicable support models for a variety of strategic conditions in launching, sustaining and liquidating missions. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of financial, personnel and material resources, as well as enhance its capacity rapidly to deploy a fully effective mission to areas of operation. It will strengthen and support the operational capacities of the Department by managing and coordinating training and career development for civilian staff in field missions. Concerted efforts will be made to improve gender balance and geographical distribution in the staffing of field missions.

Subprogramme 3
Military

Objective of the Organization: To implement the military aspects of Security Council mandates effectively.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates	(a) (i) Deployment of military components within the timelines planned for specific operations (ii) Increased commitments by Member States for capacities to enable force deployment and sustainment
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) (i) Increase in the number of standardized interfaces in use with peacekeeping partners (ii) All military observers and staff officers complete Department of Peacekeeping Operations or nationally recognized training prior to deployment to field missions

Strategy

4.9 Within the Department of Peacekeeping Operations, the substantive responsibility for this subprogramme is vested in the Military Division. To meet the objectives, operational plans must be in place for the military components of potential and current peacekeeping operations, as must be appropriately trained and rapidly deployable personnel and other military resources. The activities of the subprogramme will include: the preparation of operational plans for military components of peacekeeping operations, such as contingency plans for potential, ongoing or closing operations; the generation of military forces, observers and Headquarters staff for deployment, including pre-deployment assessments, coordination of deployments and rotations of the military components of missions; daily monitoring of and support to the military components of peacekeeping operations; and the conduct and coordination of peacekeeping training activities for deploying uniformed personnel of Member States. Consideration to relevant gender dimensions will be given in undertaking these activities.

4.10 The subprogramme will provide military advice to peacekeeping partners within and outside the programme and will develop closer linkages with regional organizations, including the African Union, the European Union, the Economic Community of West African States, the North Atlantic Treaty Organization and others, on all military peacekeeping issues. The subprogramme will produce policies and papers on the employment of military capability in support of peacekeeping objectives and will liaise closely with peacekeeping partners to standardize approaches. To enhance the Organization's capacity to respond to conflicts, effective rapid deployment mechanisms and the immediate availability of military contingents and personnel to deploy to new operations is essential. A review of the United Nations standby arrangements mechanisms will therefore be ongoing.

Subprogramme 4
Civilian police

Objective of the Organization: To support and enable national police institutions in post-conflict societies to develop sustainable police services in accordance with accepted international standards.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Reduction of the time required to plan, rapidly deploy and establish police components of peacekeeping operations in response to Security Council mandates	(a) (i) Reduction in number of days required to deploy civilian police components
	(ii) Increase in the number of States contributing to the police persons on the call roster
(b) Increased efficiency and effectiveness of the police components of peacekeeping operations	(b) All benchmarks for the Civilian Police Division, once established for mission or mandate implementation, are achieved

Strategy

4.11 Within the Department, the substantive responsibility for this subprogramme is vested in the Civilian Police Division. In a post-conflict society the re-establishment of the rule of law and strengthening of the national internal security apparatus and institutions are paramount for the creation of an environment for lasting peace. In this regard, the Division develops, together with the Department's judicial and corrections experts, comprehensive police plans for peacekeeping operations that consider the judicial and correctional systems in place; the interrelation between the police, judiciary and corrections institutions; the nature of criminal procedures and laws in effect; and the relevant gender dimensions. With other relevant parts of the Department, the Division engages in partnerships, particularly with the United Nations Development Programme and the Office of the United Nations High Commissioner for Human Rights, for the development of national policing institutions and judicial and correctional systems. Through the standardization of mission oversight, the provision of strategic advice and guidance and the engagement of partners at Headquarters, the Civilian Police Division assists missions with the implementation of mandates that range from monitoring, training, mentoring, assisting and advising local police, as well as performing executive policing functions, when mandated.

4.12 Through the active engagement of Member States, the Division will continue to refine the recruitment process and to ensure that police officers with the required skills, including female officers, are recruited according to the needs of each mission. The Division will also ensure that police-contributing countries are provided with comprehensive training programmes for delivery at national police training institutions, as well as pre-deployment training materials. The Division will consider how to further enhance efficient planning and early implementation of mandates.

4.13 The Civilian Police Division will act as a repository for civilian police peacekeeping issues. To enhance the development of institutional memory and expertise and the dissemination of lessons learned and best practices, the Division will actively engage regional and subregional organizations on all aspects of policing issues. It will also strengthen its engagement with Member States and regional peacekeeping training centres on current training practices, policing standards, training policy and material. In addition, the Division will continue to develop partnerships with police services, police colleges, research and academic institutions, police associations and others.

Subprogramme 5
Mine action coordination

Objective of the Organization: To reduce the threat to individuals and communities from landmines and unexploded ordnance.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased efficiency and effectiveness of mine action operations	(a) (i) Reduction in the number of mine victims in countries/territories where the United Nations Mine Action Service has programmes (ii) Reduction in the number of demining accidents in countries/territories where the Mine Action Service has programmes (iii) All benchmarks for the phases of initiation, development and devolution of the United Nations support to national mine action programmes are met
(b) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and mine action operations in response to Security Council mandates	(b) Deployment of mine action assets within 30 days of Security Council resolution
(c) Improved coordination of the United Nations response to the threats posed by landmines and explosive remnants of war through strategic guidance, advocacy and resources mobilization	(c) (i) All relevant benchmarks for the implementation of objectives of the United Nations mine action strategy (2005-2009) are met (ii) All relevant benchmarks for the implementation of objectives of the United Nations mine action advocacy strategy are met (iii) Receipt of at least 75 per cent of the funding requirements of the United Nations, as contained in the annual portfolio of mine action projects

Strategy

4.14 The substantive responsibility for this subprogramme is vested in the United Nations Mine Action Service, which is the coordinating body in the United Nations for mine action. The Service will work with other United Nations and non-governmental organization partners to assist affected nations to develop local mine action capacity; develop and manage mine action programmes in support of peacekeeping missions or in humanitarian emergencies, when appropriate; develop policies and promulgate lessons learned in the areas of mine clearance, mine risk education, victim assistance, advocacy and stockpile destruction; and coordinate the mobilization and administration of resources for mine action. It will also undertake assessment missions and surveys to establish priorities. The Mine Action Service will continue to oversee the development and implementation of internationally agreed standards that will provide a framework for efficient, effective and safer mine action activities and provide guidance and coordination for the development of new mine action technologies. It will produce, gather and disseminate information to aid mine action and to raise awareness of mine related issues. Moreover, it will coordinate the implementation of the United Nations mine action advocacy strategy so as to strengthen the normative framework for the mine and explosive remnants of war problem, as well as the rights of survivors of mines and explosive remnants of war; to promote the integration of mine action throughout the work of the United Nations system; and to promote compliance by non-State actors with obligations and commitments on matters related to mines, explosive remnants of war and survivors' rights. Consideration will be given to relevant gender dimensions in undertaking these activities.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in supervision of the application and observance of the terms of those agreements.

Expected accomplishment of the Secretariat	*Indicator of achievement*
The Security Council is informed in timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General

Strategy

4.15 The United Nations Truce Supervision Organization (UNTSO) will continue to provide trained military observers under the operational support command of the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force, assisting with the implementation of their respective mandates. It will continue its core functions of maintaining a minimum acceptable level of patrols, notwithstanding deterioration in the regional security situation. Moreover, it will continue mobile patrolling and will increase the number of observation patrols to ensure a greater presence in the areas of separation and Blue Line to deter all parties from any violation of the agreements.

4.16 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including safety and security situation. It will also continue to exercise command, administrative, logistical and security support to all outstations mission-wide. In addition, it will continue to use the good offices of the Head of Missions to strengthen and improve the relationships between Israel and its neighbouring countries. Moreover, the mission will continue to maintain and improve effective liaison with troop-contributing nations' ambassadorial and consular representatives, as well as regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in the UNTSO area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan (UNMOGIP) contained in Security Council resolution 307 (1971).

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) The presence of United Nations military observers in established UNMOGIP field stations on both sides of the line of control to monitor ceasefire violations	(a) Timely submission of incident/violation reports to United Nations Headquarters
(b) Effective, efficient patrolling, inspecting and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secured access to notified areas to the extent permitted by the host countries (ii) Number of investigations of complaints undertaken

Strategy

4.17 The United Nations Military Observer Group in India and Pakistan will continue to provide timely and detailed routine as well as ad hoc reports on relevant developments in the UNMOGIP area of operations, in accordance with the implementation of its mandate.

4.18 UNMOGIP will continue to maintain military observers at all its operational field stations on both sides of the line of control, will conduct efficient patrols and effective inspections and investigations of the alleged violations of the line of control and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations. The number of United Nations military observers may be adjusted among Headquarters and field stations in accordance with operational requirements.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
55/271	Support account for peacekeeping operations
56/225 A and B and 56/241	Comprehensive review of the whole question of peacekeeping operations in all their aspects
57/290 A	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/318	Support account for peacekeeping operations
57/336	Comprehensive review of the whole question of peacekeeping and operations in all their aspects
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005
58/271 A-C	Programme budget for the biennium 2004-2005

Subprogramme 5
Mine action coordination

General Assembly resolutions

56/219, 57/159 and 58/127	Assistance in mine action

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite

91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and a cessation of hostilities in Jammu and Kashmir

Programme 5
Peaceful uses of outer space

Overall orientation

5.1 The overall purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development. The need for international cooperation in space activities and the importance of using outer space exclusively for peaceful purposes were first recognized by the General Assembly in its resolution 1348 (XIII) of 13 December 1958. By its resolution 1472 A (XIV) of 12 December 1959, the General Assembly established the Committee on the Peaceful Uses of Outer Space. The direction of the programme is provided in resolutions of the General Assembly and decisions of the Committee, its Legal Subcommittee and Scientific and Technical Subcommittee and their subsidiary bodies. Recommendations of particular relevance for the work to be undertaken under this programme are contained in the resolution entitled "The Space Millennium: Vienna Declaration on Space and Human Development", adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) and endorsed by the Assembly in its resolution 54/68 of 6 December 1999.

5.2 In the Vienna Declaration, the importance of space science and technology and their applications to the enhancement of environmental monitoring, the management of natural resources, disaster management, weather and climate forecasting, health, fundamental knowledge of the universe, education and health, as well as the contributions of global navigation satellite systems to the promotion of sustainable development and of satellite communications to bridging the digital divide was recognized. Additionally, the Declaration stressed the importance of providing girls and women with opportunities to participate in and benefit from space activities. Pursuant to General Assembly resolutions 56/51, 57/116 and 58/89, efforts continue to be made to bring the benefits of the use of space technology to the attention of the conferences organized within the United Nations system to address global issues relating to social, economic and cultural development. Particular emphasis is placed on promoting the use of space science and technology in implementing the United Nations Millennium Declaration, the Plan of Implementation of the World Summit on Sustainable Development and the Plan of Action of the World Summit on the Information Society.

5.3 Through implementation of the programme, strengthened efforts at the international, regional and national levels will also be made to integrate space-based services and systems, in particular into the infrastructure of developing countries, so as to maximize the benefits of space science and technology and their applications for sustained economic and social development and the enhancement of human development and welfare. These efforts would be achieved through the promotion of universal adherence to international space law and by expanding international cooperation among countries with the involvement of entities of the United Nations system and space-related international entities, including non-governmental organizations and industry, as appropriate.

Objective of the Organization: To deepen the understanding of the international community with respect to the contributions of space science and technology and their applications to achieving the internationally agreed development goals, including those contained in the Millennium Declaration, the Plan of Implementation of the World Summit on Sustainable Development and the Plan of Action of the World Summit on the Information Society, taking into account their correlation with the strategy contained in the Vienna Declaration on Space and Human Development, adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III).

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Greater adherence by the international community to the international legal regime established by the United Nations to govern outer space activities	(a) Increased number of States having ratified the five major United Nations treaties governing outer space activities
(b) Increased support for developing countries in using space applications in the priority areas of sustainable development, as identified by the World Summit on Sustainable Development	(b) Increased number of entities that support the capacity-building activities and technical advisory services of the Office for Outer Space Affairs
(c) Strengthening of mechanisms within more countries to coordinate their space-related policy matters and space activities	(c) Increased number of countries that have established, with the assistance of the Office for Outer Space Affairs, coordination mechanisms within their Governments for matters relating to space activities

Strategy

5.4 The Office for Outer Space Affairs is substantively responsible for the implementation of the programme. The overall strategy of the Office in meeting the objective of the programme includes:

(a) Assisting in consensus-building among Member States and other entities of the United Nations system as well as national and international space-related entities, as appropriate, on the priorities and common objectives to be achieved through cooperation in the area of the peaceful uses of outer space;

(b) Strengthening the capacity, in particular of developing countries, in the development of national space law and legislation, in conformity with the international legal regime established by the United Nations to govern outer space activities and supporting the progressive development of international space law;

(c) Supporting the implementation of the recommendations of UNISPACE III, in particular those that have relevance to the actions recommended in the Plan of Implementation of the World Summit on Sustainable Development and the Plan of Action of the World Summit on the Information Society;

(d) Strengthening capacity of the developing countries in the use and applications of space science and technology for sustainable development and increasing awareness of decision makers of the benefits of space science and technology and their applications in addressing societal needs for sustainable development through further international cooperation among Member States and national and international space-related entities, including the private sector, as appropriate, and further cooperation and coordination among entities of the United Nations system.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2453 (XXIII)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on the Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
54/67	International cooperation in the peaceful uses of outer space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
55/122	International cooperation in the peaceful uses of outer space
56/51	International cooperation in the peaceful uses of outer space
57/116	International cooperation in the peaceful uses of outer space
58/89	International cooperation in the peaceful uses of outer space
58/90	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space

Programme 6
Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to promote a better understanding by Member States of and respect for the principles and norms of international law in order to support the accomplishment of the objectives of the United Nations.

6.2 The mandate for the programme derives from the principal decision-making organs of the United Nations in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and other organs of the United Nations, contributes to the progressive development and codification of international public and trade law, promotes the strengthening and development, as well as the effective implementation, of the international legal order for the seas and oceans, registers and publishes treaties and performs the depositary functions of the Secretary-General.

6.4 The Office will provide legal advice and services to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations for the rule of law in international relations, in particular, observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. Achievement of gender equality will also be addressed in the advice provided by the Office and in its activities, as appropriate.

Subprogramme 1
Overall direction, management and coordination of legal advice and services to the United Nations as a whole

Objective of the Organization: To assist the principal organs of the United Nations in enhancing respect for the rule of law.

Expected accomplishments of the Secretariat	*Indicators of achievement*
Provision of qualitative and timely legal advice thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime	(i) Absence of challenges to the clarity or accuracy of advice (ii) Legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.5 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the provision of legal advice, the preparation of reports and analyses and its participation in meetings. This covers questions relating to international peace and security and includes advice on the interpretation of the Charter, resolutions and regulations of the United Nations, treaties and questions of public international law and questions involving the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities and third-party liability.

6.6 In order to assist the Secretary-General in carrying out his statutory responsibilities on constitutional and procedural questions, the Office will provide legal advice in the form of opinions, memorandums or oral statements. This will cover all aspects of international law and the principles and norms contained in the Charter, including privileges and immunities and the status of the Organization in Member States, as well as pertinent decisions of relevant intergovernmental organs of the Organization. The Office will prepare and interpret draft rules of procedure, host country conference agreements and other agreements. Questions relating to representation of States at the United Nations and their credentials will be assessed as required.

6.7 Legal advice will be provided on specific questions related to public international law, such as the succession of States, legal disputes, human rights, humanitarian law, war crimes and crimes against humanity, including formulation of statements of a legal nature for the Secretary-General.

6.8 The Office will also carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee. The Office will also represent the Secretary-General at meetings and conferences sponsored by the United Nations, as required.

6.9 A further objective of the subprogramme is to assist the ad hoc international tribunals for the former Yugoslavia and for Rwanda, as subsidiary organs of the United Nations, to operate in accordance with the Charter, regulations, rules and policies of the United Nations and, as judicial organs, to act within their statutes.

Within the framework of the subprogramme, the Office of Legal Affairs will advise the Security Council on legal aspects of the activities of the tribunals and will advise them with regard to their relationship with States (e.g. enforcement of sentences agreements), relevant peacekeeping operations and host countries.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Maximization of the protection of the legal interests of the Organization and minimization of the number of disputes and other legal difficulties	(a) (i) Absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
	(ii) Reduction in the number of instances in which the legal rights of the Organization are not protected
(b) Minimization of the legal liabilities of the Organization	(b) Total liabilities are minimized compared with total claims made against the Organization

Strategy

6.10 The subprogramme is implemented by the General Legal Division. Legal services and support will be provided to assist all parts of the Organization, including offices located away from Headquarters, in the day-to-day administration of their mandates and programmes. These involve: (a) participation in meetings of Secretariat bodies, such as the Committee on Contracts, the Staff Management Coordination Committee, the Property Survey Board and the Claims Board; and (b) the provision of advice on the interpretation of certain Articles of the Charter, General Assembly resolutions and decisions, the regulations, rules and mandates of programmes and activities in which United Nations organs and bodies are engaged and the interpretation of other administrative issuances of the Secretariat.

6.11 Legal services and support will also be provided: (a) for the peacekeeping operations of the Organization in contracting for air, land and sea transportation, rations, logistical support, personnel and equipment; the resolution of related disputes; and claims against the Organization resulting from such operations; (b) for the Organization's expanded contracting requirements and the reform of procurement; (c) to funds and programmes for the establishment of programmes of cooperation for development, as well as for the development of new institutional modalities for operational activities and initiatives to counter epidemics and other hazards; (d) for assisting in the prosecution and punishment of staff members and others who engage in theft, corruption or other fraudulent activities against the Organization and for recovery of assets; and (e) for the development of new modalities for cooperating with outside entities in achieving the objectives of the Organization.

6.12 Furthermore, legal services will be provided for matters related to the regulations, rules and other administrative issuances of the Organization and revisions to the personnel appraisal system. The General Legal Division will represent the Secretary-General before the Administrative Tribunal and represent the Organization before other judicial and arbitral bodies.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: To facilitate the progressive development and codification of international law.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Progress in the formulation of legal instruments	(a) (i) Level of progress achieved on instruments under preparation (ii) Satisfaction of users of publications and other electronically disseminated information
(b) Wider appreciation and understanding of international law	(b) (i) Satisfaction of participants with the quality of courses and seminars (ii) Satisfaction of end-users with the quality of publications issued and information electronically disseminated (iii) Proposals and measures, in cooperation with universities and other institutions, if appropriate, aimed at reducing the backlog in the publication of the *Repertory of Practice of United Nations Organs* and the *United Nations Juridical Yearbook*

Strategy

6.13 Substantive responsibility for the implementation of this subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, compilation of background documents, preparation of draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.14 Substantive support will be provided to the Sixth Committee of the General Assembly in its consideration of the status of relevant instruments, measures aimed at enhancing the accession of States to those instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the General Assembly. Substantive support will also be provided to special and ad hoc committees and working groups of the Sixth Committee, as well as to the International Law Commission.

6.15 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented through: (a) the preparation and issuance of legal publications, such as the *United Nations Juridical Yearbook*, the *Yearbook of the International Law Commission*, the *United Nations Legislative Series* and the *Reports of International Arbitral Awards*, proceedings of codification conferences, *Summaries of Judgments, Advisory Opinions* and *Orders of the International Court of Justice*, as well as ad hoc publications on public international law; (b) designing curriculums and organizing courses and seminars on various subjects of international law; (c) maintaining and expanding the United Nations audio-visual library in international law, which is open to all States and their educational institutions and government agencies; and (d) continuous updating of the web sites of the Sixth Committee, the International Law Commission, and of the codification of international law, in conformity with existing mandates. Assistance in the form of fellowships, seminars and access to the United Nations legal publications will be provided, in particular, to developing countries.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: To promote the universal acceptance and implementation of the United Nations Convention on the Law of the Sea.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved uniformity and consistency in the application of the Convention and the agreements	(a) (i) Increased number of States parties able to comply with their obligations under the Convention and agreements
	(ii) Increased participation of Member States in meetings related to oceans and the law of the sea and in particular in meetings of the informal consultative process
(b) Increased opportunities for States to derive benefits from the seas and oceans in conformity with the United Nations Convention on the Law of the Sea	(b) Increased number of submissions to the Commission on the Limits of the Continental Shelf
(c) Increased cooperation of intergovernmental organizations in the work of the United Nations Open-Ended Informal Consultative Process on Oceans and the Law of the Sea	(c) (i) Increased number of contributions made by intergovernmental organizations to the Secretary-General's annual report to the General Assembly on oceans and the law of the sea
	(ii) Increased number of intergovernmental organizations participating in the work of the United Nations Open-Ended Informal Consultative Process on Oceans and the Law of the Sea

Strategy

6.16 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.17 The Division will provide information, analysis and advice on the Convention on the Law of the Sea and the implementing agreements, their status and State practice relating thereto. Assistance will be provided to States and international organizations in the development of legal instruments in the field of the law of the sea and ocean affairs, in harmony with the provisions of the Convention.

6.18 Member States will also be assisted in developing and strengthening their capabilities, including institutional infrastructure, as well as human, technical and financial resources, for exercising their rights to the fullest degree and fulfilling their obligations in the most cost-effective manner.

6.19 The Division will provide assistance for the effective functioning of the institutions established under the Convention and service the meetings of the States parties. In particular, it will render both administrative and technical support to the Commission on the Limits of the Continental Shelf in their consideration of submissions by States for delineation of the outer limits of their continental shelf. The Division will also provide the necessary assistance to the International Tribunal for the Law of the Sea, the International Seabed Authority, and to States for settlement of disputes through other mechanisms contained in the Convention.

6.20 Member States will be assisted in identifying emerging aspects of marine affairs within the framework of the Convention and the programme of action. This assistance will entail analysing areas requiring action, organizing groups of experts for the purpose of formulating appropriate responses to emerging needs and servicing multilateral consultations and negotiations, so as to contribute to the progressive development and codification of international law.

6.21 The annual consideration, review and evaluation by the General Assembly of continuing developments related to the law of the sea and ocean affairs will be undertaken through the provision of information, analysis and reports and the servicing of the open-ended informal consultative process established by the Assembly to carry out oversight of ocean and law of the sea matters with an integrated and coordinated approach, and through the informal consultations held in the preparation of General Assembly resolutions. The Division of Ocean Affairs and the Law of the Sea will also continue to participate actively in the mechanisms of cooperation and coordination established by the High-Level Committee on Programmes (oceans) to replace the Subcommittee on Oceans and Coastal Areas of the Administrative Committee on Coordination.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: To facilitate and encourage the progressive improvement, harmonization, understanding, knowledge and application of international trade law and coordination of the work of international organizations active in that field.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Contributions to the modernization of trade practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on United Nations Commission on International Trade Law (UNCITRAL) texts
	(ii) Increased number of judicial decisions based on UNCITRAL texts
(b) Contributions to the increased understanding of international trade law issues and reliance on UNCITRAL standards	(b) (i) Increased number of publications referring to the work of UNCITRAL
	(ii) Increased number of mentions of UNCITRAL texts in legal databases
	(iii) Increased number of downloads from the UNCITRAL web site
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	(c) Increased number of joint activities that incorporate reference to UNCITRAL trade law standards

Strategy

6.22 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.23 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will be provided with substantive support. The services provided will include research on international trade law, preparing studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals.

6.24 The International Trade Law Division will assist the Commission in drafting for Governments, modern and universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations) in areas where the Commission determines that the modernization or harmonization of commercial law is desirable and feasible.

6.25 In view of the growing need for commercial law reform in the various areas in which the Commission has prepared harmonized standards, and the related increased demand for legislative technical assistance, in particular in developing countries and countries in transition, the Division will pay considerable attention to developing and carrying out programmes for legislative technical assistance and training. Such assistance will be based on requests from regional organizations and individual countries and will be provided in the form of briefings to officials, training and direct assistance in the drafting of instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. Professional associations and academic institutions, in particular in developing countries and countries with economies in transition, will be assisted in promoting modern business practices and the teaching of international trade law.

6.26 Cooperation will be undertaken with regional organizations to foster regional harmonization on the basis of universal texts of the Commission. The Division will provide models for use by intergovernmental organizations when they prepare legislative texts or assist their member States in modernizing trade legislation. Furthermore, the Division will draft models for use by international and national organizations when they prepare standard texts for use by their members. Attention will also be given to issues arising from the increasing importance of electronic commerce in international trade.

6.27 Bearing in mind the fact that an increasing number of regional economic integration organizations and those for particular industrial sectors are formulating rules and standards for international trade, the Division will be required to monitor and analyse their work so as to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, to carry out its mandate to coordinate legal activities in the area of international trade, in particular to avoid duplication of efforts and to promote efficiency, consistency and coherence in the modernization and harmonization of international trade law.

6.28 Users of texts originating from the work of the Commission will be provided with information on the judicial and arbitral application and interpretation of those texts. Such information will be made available in all the official languages of the United Nations in the form of abstracts of court decisions and arbitral awards. In addition, the Division will facilitate the use of uniform law by preparing and continuously updating a digest of case law interpreting the United Nations Convention on Contracts for the International Sale of Goods and the UNCITRAL Model Law on International Commercial Arbitration, as well as disseminating information on the legislative implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: To facilitate wider awareness of the international treaties concluded under the auspices of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved access to international treaties deposited with the Secretary-General, including information on their status, and to treaties registered with the Secretariat	(a) (i) Timely processing, registration and publication of international treaties deposited with the Secretary-General (ii) Number of page views on the Treaty Section web site
(b) Promotion of broader State participation in the multilateral treaty framework	(b) Number of additional treaty actions submitted by parties
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat	(c) Increased number of treaty actions in the proper format
(d) Increased respect for the international treaty framework and the advancement of the international rule of law	(d) Increased percentage of users expressing satisfaction with the services provided by the Treaty Section, including electronic services

Strategy

6.29 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section.

6.30 The Section will undertake the depositary functions of the Secretary-General for over 500 multilateral treaties and the registration and publication functions relating to over 50,000 treaties and a similar number of related actions; provide timely and accurate information relating to the treaties deposited with the Secretary-General and treaties and related actions registered with the Secretariat; provide assistance and advice to Member States, United Nations bodies and other entities on the technical aspects of treaty-making and on treaty law-related matters, including through the preparation of publications on treaty law and practice.

6.31 The Treaty Section will complete and further improve its computerization programme with respect to: (a) development of a comprehensive electronic database containing up-to-date depositary and registration information; (b) electronic dissemination of treaty and treaty law-related information from the database, including through online access; and (c) enhancement of the electronic database work-flow system, including desktop publishing capabilities.

6.32 The Section will also promote wider participation in the multilateral treaty framework through regular treaty events and provide assistance to States with the technical and legal aspects of participation in treaties and the registration of treaties pursuant to Article 102 of the Charter of the United Nations.

Legislative mandates

Subprogramme 1
Overall direction, management and coordination of legal advice and services to the United Nations as a whole

General Assembly resolutions

13 (I)	Organization of the Secretariat

Subprogramme 2
General legal services provided to United Nations organs and programmes

General Assembly resolutions

351 (IV)	Establishment of a United Nations Administrative Tribunal
782 B (VIII)	Personnel policy of the United Nations: amendment to the Statute of the United Nations Administrative Tribunal
957 (X)	Procedure for review of United Nations Administrative Tribunal judgements: amendments to the Statute of the Administrative Tribunal
50/54	Review of the procedure provided for under article 11 of the Statute of the Administrative Tribunal of the United Nations
52/166	Amendment to article 13 of the Statute of the United Nations Administrative Tribunal
55/159	Review of the Statute of the United Nations Administrative Tribunal

Subprogramme 3
Progressive development and codification of international law

General Assembly resolutions and decisions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	*United Nations Juridical Yearbook*
57/14	Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts
57/15	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
58/73	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
58/74	Convention on jurisdictional immunities of States and their property

58/77	Report of the International Law Commission on the work of its fifty-fifth session
58/79	International Criminal Court
58/80	Implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions
58/81	Measures to eliminate international terrorism
58/82	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
58/248	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005
58/523	International convention against the reproductive cloning of human beings

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 75 (2), 76 (9), 84 (2), 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

General Assembly resolutions

49/28	Law of the Sea
52/26	Oceans and the law of the sea
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation

Annual resolutions adopted by the General Assembly on the item entitled "Oceans and the law of the sea"

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
58/75	Report of the United Nations Commission on International Trade Law on the work of its thirty-sixth session

Annual resolutions adopted by the General Assembly on the work of UNCITRAL

Subprogramme 6
Custody, registration and publication of treaties

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: Regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
54/28	United Nations Decade of International Law
55/2	United Nations Millennium Declaration
56/77	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law

Programme 7

Economic and social affairs

Overall orientation

7.1 The overall orientation of the programme is to support and advance international cooperation in the pursuit of sustained economic growth, poverty eradication and sustainable development through an integrated approach encompassing economic, social, environmental, gender and population dimensions.

7.2 The programme is guided by the comprehensive policy framework for poverty eradication and development provided by the United Nations conferences of the 1990s, the Millennium Summit, the International Conference on Financing for Development and the World Summit on Sustainable Development, and seeks to promote integration and coordination in the implementation of their outcomes and their follow-up. While focused on global policy development, the programme's activities are geared to promoting mutual reinforcement between global policies and regional and national policies and actions.

7.3 Thus oriented, the programme undertakes four main types of activity. Firstly, it compiles a wide range of economic, social and environmental data and information and analyses them with a view to identifying trends and taking stock of policy options. Secondly, it reviews development issues and policies to deepen the international community's understanding of global challenges in the economic and social spheres and to assist Member States to reach consensus on the most appropriate responses to those challenges. Thirdly, it advises Member States on the ways and means to translate globally agreed policies into country-level action and, through technical cooperation, helps build national capacities. Fourthly, it provides a central capacity within the Secretariat to promote policy and programme coherence among the economic and social sectors of the Organization, and to orient and organize cooperation and coordination, between the United Nations and the specialized agencies and within the United Nations system as a whole, in the economic and social area, particularly in support of the central intergovernmental bodies.

7.4 In 2006-2007, the programme will build on the outcomes of the first comprehensive review of the follow-up to the Millennium Declaration and the 2005 event provided for in General Assembly resolution 57/270 B of 23 June 2003, on the results of the renewed attention that the Economic and Social Council is currently giving to the integrated follow-up to conferences and on the conference follow-up reviews in its functional commissions, as well as on the outcomes of the reform initiatives under way during the current biennium at both the intergovernmental and the Secretariat level. On this basis, the programme proposes to further sharpen its orientation towards implementation and further reinforce its contribution to this end, particularly in relation to accelerating progress in the implementation of internationally agreed development goals and to supporting implementation of the reform measures that will be agreed upon during the current biennium to further this objective.

7.5 This will be done, in the first instance, by strengthening the programme's knowledge-management capacities and its role in the global policy dialogue, particularly by enhancing the quality and relevance of its publications and other analytical products. The programme will also seek to further strengthen the quality and coherence of its support for the central intergovernmental bodies, particularly relating to the implementation of measures that may be agreed upon by those bodies to enhance their functioning and affect international policy-making and to the treatment of key issues, such as the eradication of poverty and hunger, that cut across the outcomes of the conferences and the disciplines covered by the programme. Finally, the programme will seek to further reinforce the integration of its normative, analytical and operational activities so that its role in the creation of knowledge and the deepening of Member States' understanding of policy choices and their outcomes in the areas it covers, and its contribution to the generation of norms, standards and legislation, may enhance its support for Member States through operational work. Such work, and the insights it generates in key areas of the programme's mandate, such as sustainable development, social development, public administration, population, statistics and gender, should become a source of increasing enrichment for its normative and analytical activities.

7.6 In relation to both analytical activities and operational work, multidisciplinary approaches will be strengthened as one of the main components of the programme's comparative advantage in advancing the implementation of conference outcomes. With regard to technical cooperation, the programme's comparative advantage lies not only in its substantive capacities relating to areas of global concern, but in its capacity to bring to the country level the experience of other regions by means of advisory services, training and electronic technical cooperation.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: To advance the role of the General Assembly, especially the Second and Third Committees, and the Economic and Social Council in supporting efforts to achieve internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, particularly by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened role of the General Assembly and the Economic and Social Council in policy development to facilitate global consensus on major development issues, including operational activities for development	(a) (i) Number of resolutions, agreed conclusions, ministerial declarations and presidential summaries reflecting consensus on major development issues (ii) Increased number of more action-oriented recommendations
(b) Enhanced role of the Economic and Social Council in guiding the coordinated implementation of major United Nations conferences and summits through its meetings with the international financial and trade institutions and mobilization of civil society actors towards the socio-economic goals of the Millennium Declaration	(b) (i) Number of actions taken by subsidiary bodies to better coordinate their response to the Economic and Social Council (ii) Increased number of substantive inputs from, and enhanced participation of, specialized agencies, funds and programmes, financial and trade institutions and functional and regional commissions, civil society and other actors in the work of the Economic and Social Council, in accordance with recent decisions
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development and its enhanced interaction with the Security Council as mandated by the Economic and Social Council	(c) Increased involvement of the Economic and Social Council in activities relating to the development dimension of conflict situations, including countries emerging from conflict as mandated by the Council
(d) Strengthened support for the Committee on Non-Governmental Organizations and strengthening of NGO capacities by building networks through the United Nations NGO Informal Regional Network	(d) (i) Increased number of NGO accreditation applications processed each year (ii) Increased contribution of NGOs in consultative status with the Economic and Social Council to the Council's deliberations
(e) More effective linkages between the policy guidance of the General Assembly/Economic and Social Council and operational activities for development	(e) Increased number of country-level development plans reflecting goals of United Nations conferences and summits

Strategy

7.7 The Office for Economic and Social Council Support and Coordination is responsible for the subprogramme. The strategy will include:

(a) Strengthening the work of the Council, including by providing new opportunities for interaction among the diverse institutional stakeholders in development and enhancing United Nations partnerships with NGOs, civil society and other actors;

(b) Reinforcing the capacity of the Council in the exercise of its overall guidance and coordination roles and in the promotion of policy dialogue on interrelated economic and social issues, including the advancement of the socio-economic goals and targets of the Millennium Declaration, the coordinated follow-up of the outcomes of major United Nations conferences and summits, the special meetings with financial and trade institutions, the preparation and follow-up of triennial policy reviews of operational activities for development and the use of information and communication technologies for development, as well as enhanced outreach and organized and effective civil society contribution;

(c) Assisting in the Council's work, in cooperation with the General Assembly and the Security Council, in the area of post-conflict peacebuilding in countries emerging from conflict, as mandated by the Economic and Social Council, and developing strategies to address the development dimension of post-conflict situations;

(d) Strengthening cooperation with other members of the Executive Committee on Economic and Social Affairs, including regional commissions;

(e) Better use of the regular consultations provided for in paragraph 43 of the annex to General Assembly resolution 51/241 of 31 July 1997, including between the Presidents of the General Assembly, the Security Council and the Economic and Social Council; the Secretary-General will provide those meetings with support as appropriate, including written information to Member States submitted through the chairmen of the regional groups.

Subprogramme 2
Gender issues and advancement of women

Objective of the Organization: To strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced international debate and facilitation of agreements on gender equality and the advancement of women and increased attention to the implementation of the Beijing Platform for Action and the outcome of the twenty-third special session of the General Assembly at the national level	(a) (i) Percentage of recommendations proposed by the Division for the Advancement of Women that are used in the formulation of resolutions, decisions and agreed conclusions (ii) Number of Member States specifying actions taken to implement the Beijing Platform for Action and the outcome of the twenty-third special session of the General Assembly at the national level during meetings of the General Assembly and the Commission on the Status of Women
(b) Enhanced capacity of the Committee on the Elimination of Discrimination against Women to fulfil its mandate under the Convention on the Elimination of All Forms of Discrimination against Women and the Optional Protocol to the Convention, and increased ability of stakeholders to implement the Convention and use the Optional Protocol	(b) (i) Percentage of options and recommendations proposed by the Division that are reflected in the decisions of the Committee (ii) Increased number of government officials, judicial officers and other stakeholders, including United Nations entities and non-governmental organizations, having the capacity to implement the Convention and use the Optional Protocol
(c) Improved capacity of Member States, intergovernmental bodies and entities of the United Nations system to effectively incorporate gender perspectives into policies and programmes, at both the programmatic and the operational level	(c) (i) Number of resolutions of functional commissions of the Economic and Social Council incorporating attention to gender perspectives (ii) Number of Member States and United Nations entities reporting to the Commission on the Status of Women on actions taken to implement gender mainstreaming at the national level (iii) Number of entities of the United Nations system reporting to the Commission on the Status of Women on actions taken to incorporate gender perspectives in their policies and programmes

(d) Increased inter-agency collaboration on the promotion of gender equality and advancement of women, including on the implementation of gender mainstreaming	(d) Number of joint activities by members of the Inter-Agency Network on Women and Gender Equality, including task forces, workshops and panels
(e) Increased action taken throughout the United Nations and the United Nations system in support of the achievement of gender balance and a more gender-sensitive work environment	(e) (i) Number of gender-sensitive work-life policies developed and implemented within the United Nations and the United Nations system (ii) Number of United Nations departments, offices, peace operations and entities increasing the representation of women in posts in the Professional category and above, with full respect for the principle of equitable geographical distribution, taking into account the underrepresentation of women from certain countries

Strategy

7.8 The Office of the Special Adviser on Women and Gender Issues and Advancement of Women and the Division for the Advancement of Women are responsible for the subprogramme. The strategy will include:

(a) Promoting increased awareness and support for the implementation of mandates relating to gender, especially those contained in the outcome of the Fourth World Conference on Women, the outcome of the twenty-third special session of the General Assembly, the Millennium Declaration, Economic and Social Council agreed conclusions 1997/2 and other resolutions and decisions, such as Security Council resolution 1325 (2000), as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Providing technical advisory services upon request at the regional and the national level, through capacity-building, including in relation to implementation and reporting requirements under the Convention and its Optional Protocol; providing effective servicing for intergovernmental bodies and the Committee on the Elimination of Discrimination against Women; and advocating and promoting understanding of and support for emerging issues on gender equality and the advancement of women through research and analysis in order to present evidence-based policy recommendations to Member States;

(c) Promoting and monitoring gender mainstreaming in intergovernmental processes and within the United Nations system, including through the development of methodologies and tools and monitoring instruments;

(d) Increasing inter-agency collaboration, including on gender mainstreaming;

(e) Expanding outreach to and communication with civil society and facilitating increased involvement in intergovernmental processes and the work on the Convention on the Elimination of All Forms of Discrimination against Women;

(f) Enhancing the achievement of gender equality, including gender balance and a gender-sensitive work environment, within the United Nations system.

Subprogramme 3
Social policy and development

Objective of the Organization: To strengthen international cooperation for social development, with particular attention to poverty eradication, employment generation and social integration, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes	(a) Percentage of recommendations proposed by the Division for Social Policy and Development used in the formulation of resolutions, decisions and agreed conclusions
(b) Strengthening of the capacity of Member States to develop and implement effective social programmes and policies, in particular in the field of social integration of older persons, persons with disabilities, family and youth	(b) Increased number of national personnel trained to promote participatory and inclusive social policies at the national and community levels
(c) Better understanding and awareness by Governments, civil society and the private sector with regard to emerging issues in the field of social development, including gender issues, particularly through improved and timely access by Governments, non-governmental organizations, academia and individuals to United Nations research and analysis in the field of social development	(c) (i) Increased number of visits to and downloads from the web site of the Division for Social Policy and Development (ii) Increased number of multi-stakeholder events on issues relating to social development

Strategy

7.9 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and supporting the integrated follow-up and implementation, within the overall orientation provided by the United Nations Millennium Declaration, of the commitments agreed upon at relevant United Nations conferences and summits, especially the World Summit for Social Development and the twenty-fourth special session of the General Assembly; the mandates and recommendations of the Permanent Forum on Indigenous Issues and the major international action plans, in particular the International Plan of Action on Ageing, as well as other programmes of action, notably on disabled persons and youth; and mandates contained in General Assembly resolutions, such as those related to the tenth anniversary of the International Year of the Family, with emphasis on greater integration of social and economic concerns and objectives in policy-making;

(b) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis and reporting on policy options in close collaboration and coordination with other United Nations entities to achieve social development in order to present evidence-based policy recommendations to Member States;

(c) Providing technical advisory services at the regional and national levels through training and capacity-building;

(d) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development.

Subprogramme 4
Sustainable development

Objective of the Organization: To advance sustainable development at all levels through the effective and coordinated implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21, the Johannesburg Plan of Implementation and internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of major United Nations conferences relevant to the subprogramme.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective review of and agreement on the implementation of sustainable development actions facilitated in relevant intergovernmental processes, especially the Commission on Sustainable Development, with regard to the Johannesburg Plan of Implementation	(a) (i) Increased number of Member States that have taken action to meet the goals and targets of the Johannesburg Plan of Implementation, as reported to the Commission on Sustainable Development, the Economic and Social Council and the General Assembly
	(ii) Increased percentage of Member States expressing satisfaction with the quality of substantive support provided to the Commission on Sustainable Development and other United Nations intergovernmental processes in the area of sustainable development
(b) Enhanced capacity of developing countries and countries with economies in transition to improve their water and energy sectors	(b) (i) Number of developing countries and countries with economies in transition expressing satisfaction with the usefulness of the advisory services and/or technical cooperation projects and capacity-building support provided and/or implemented under the subprogramme
	(ii) Number of measures taken to improve the water and energy sectors of developing countries, including partnerships for sustainable development registered by the Commission on Sustainable Development

(c) Enhanced capacity of developing countries and countries with economies in transition to develop and implement national sustainable development strategies, information systems and databases for sustainable development	(c) (i) Number of developing countries and countries with economies in transition expressing satisfaction with the usefulness of the advisory services and/or technical cooperation projects and capacity-building support provided and/or implemented under the subprogramme (ii) Number of national experts trained and national institutions advised resulting in enhanced knowledge and improved skills
(d) Increased involvement of major groups in activities related to the work of the Commission on Sustainable Development	(d) Number of activities involving major groups and number of participants attending the sessions of the Commission that have contributed to the work of the Commission
(e) Enhanced access to information on sustainable development and better understanding of sustainable development issues among the various governmental and non-governmental actors	(e) Number of visits to and downloads from the web site of the Division for Sustainable Development

Strategy

7.10 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, as well as the Programme of Action for the Sustainable Development of Small Island Developing States and the outcomes of the International Meeting to Review the Implementation of the Programme of Action, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development;

(b) Providing substantive and effective support, including the development of policy options and analysis, to intergovernmental processes, in particular to the Commission on Sustainable Development, including regional implementation meetings to be held by the regional commissions in collaboration with the secretariat of the Commission;

(c) Providing technical and policy advisory services, at the request of Member States, to promote enhanced capacity relating to water and energy sectors and national sustainable development strategies, information, monitoring and reporting systems for developing countries, countries with economies in transition and regions;

(d) Strengthening cooperation with major groups and identifying opportunities for their further engagement in the work of the United Nations in the area of sustainable development;

(e) Undertaking in-depth analysis and evaluation of trends in implementation of sustainable development, including lessons learned, best practices and new challenges, and cross-sectoral analysis of sustainable development in the economic and natural resources sectors;

(f) Maintaining and improving a transparent, user-friendly and easily accessible web site, including database systems for information on sustainable development;

(g) Providing information and summary reports on partnerships for sustainable development to the Commission on Sustainable Development.

Subprogramme 5
Statistics

Objective of the Organization: To enhance the production by national statistical authorities of high-quality, timely, national official statistics and indicators, using standardized statistical methods, classifications and definitions that promote international comparability, and to foster their dissemination in support of national and international policy-making and monitoring in general, with particular attention to internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of developing countries, especially the least developed countries, and countries in transition to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields with improved quality, usefulness and accessibility, including the indicators for follow-up to United Nations conferences and for monitoring progress towards the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992	(a) (i) Number of national statistical offices implementing what they learned from workshops and advisory missions (ii) Increase in national data available in the Statistics Division database for monitoring progress towards the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992 (iii) Increased number of developing countries, especially least developed countries, and countries in transition providing more complete data to the publications of the Statistics Division

(b) Strengthened global statistical system, with increased participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(b) (i) Number of participants from countries and international organizations attending the sessions of the Statistical Commission, workshops, expert group meetings and seminars (ii) Number of collaborative activities carried out with international organizations on the rationalization and harmonization of development indicators
(c) Enhanced capability of national statistical offices to effectively respond to important needs, including those relating to new and critical issues in statistics	(c) (i) Number of participants from national statistical offices who indicate that their knowledge of new and critical issues increased as a result of attending workshops and seminars (ii) Number of new and critical issues reviewed and analysed in reports of the Statistics Division discussed by representatives of national statistical offices in the Statistical Commission, workshops, expert group meetings and seminars
(d) Better and broader use by governments, international organizations, research institutes, the private sector and the general public of statistical data and technical material produced by the subprogramme	(d) (i) Number of visitors to relevant sections of the Statistics Division web site (ii) Number of requests satisfied for statistical data in paper and electronic form
(e) Increased understanding of the use of geographical information systems for modern surveying and mapping activities and the standardization of geographical names at the national and local levels	(e) Number of participants at regional cartographic conferences and conferences on geographic names who report that they learned new substantive skills at the conferences

Strategy

7.11 The Statistics Division is responsible for the subprogramme. The United Nations is a global centre for developing statistical standards and collecting and disseminating statistical data for use by governments, international organizations, research institutes, the private sector and the general public in national accounts, international trade, industry, energy, demographic, social and environment statistics, coordinating the international statistical system and contributing to statistical capacity-building at the national level, using state-of-the-art technologies, in particular the Internet. The strategy for discharging these responsibilities includes:

(a) Developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators for use by statistical authorities at the national level;

(b) Cooperating closely with other international organizations active in statistics to further enhance the coordinated system of international statistical work, including for monitoring the implementation of the Millennium Development Goals and data-sharing, by testing and utilizing new Internet and information management technologies;

(c) Supporting the work of the United Nations Statistical Commission and other international forums in order to ensure that new and critical statistical development issues are adequately addressed and that the outcomes are disseminated effectively to official statisticians at the national and international levels;

(d) Collecting, processing, standardizing, evaluating and disseminating national accounts, international trade, industry, energy, demographic, social and environment statistics, increasingly using modern information and communication technologies, including the Internet, to facilitate data exchange and to enhance the accessibility of comparable national statistics in those fields for policy makers and other users at the national and international levels;

(e) Contributing to statistical capacity-building for the routine collection, compilation, storage, analysis and dissemination of statistics and indicators at the national level in developing countries and countries in transition by disseminating methodological information to those countries, conducting training, stimulating their participation in international exchanges of experiences and providing other appropriate forms of technical cooperation, including technical advisory services, on request;

(f) Promoting the use of mapping and geographical information systems for modern surveying and the standardization of geographical names at the national, regional and local levels.

Subprogramme 6
Population

Objective of the Organization: To promote policy debate on current and foreseeable population issues at the national and international levels with a view to enabling Member States to address effectively population and development issues.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Population issues remain high on the international agenda	(a) Increased number of citations by government officials of Member States of findings on population issues stemming from the work of the Population Division
(b) Enhanced awareness in the international community and among Member States of progress made in implementing the Programme of Action of the International Conference on Population and Development and the outcome of the twenty-first special session of the General Assembly	(b) Number of outputs from other United Nations bodies, funds, programmes and agencies, as well as other international or regional organizations, using data or findings resulting from the work of the Population Division to assess progress made or raise awareness of population issues that still require attention
(c) Improved accessibility and timeliness of population information, particularly population estimates and projections and the compendium of world population policies, for government officials of Member States, non-governmental organizations, academia and the media	(c) Increased number and scope of recipients of Population Division publications or digital products and number of visits to and downloads from the Population Division web site
(d) Increased knowledge and understanding at the national level to address population issues	(d) Number of participants in training activities, including expert groups, who indicate that materials and discussions are useful

Strategy

7.12 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive servicing to United Nations bodies, especially to the Commission on Population and Development, and assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development;

(b) Facilitating the discussion of key or emerging population issues by convening meetings of experts or government representatives;

(c) Preparing comprehensive studies on population issues and population trends relating to fertility, mortality, international and internal migration, HIV/AIDS, urbanization, population growth, population ageing, population prospects, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population, particularly through the Population Division web site;

(e) Building capacity to address population issues at the national level through workshops or the dissemination of technical material, such as manuals and software.

Subprogramme 7
Global development trends, issues and policies

Objective of the Organization: To identify, and reach agreement in the General Assembly and the Economic and Social Council on, the economic policies and actions necessary at the national and international levels to improve long-term development prospects.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened international debate and, as appropriate, intergovernmental agreement on economic policies and actions necessary to achieve development goals, including those emanating from the Millennium Summit, the global conferences and other United Nations intergovernmental processes	(a) (i) Increased number of more focused and action-oriented debates on key and critical development issues (ii) Increased percentage of Member States that express satisfaction with the substantive support provided by the subprogramme to intergovernmental deliberations
(b) Improved dialogues on global macroeconomic prospects and policy issues in the General Assembly and the Economic and Social Council, focusing on short-term challenges for development, macroeconomic interactions among countries and groups of countries and the consequences of national macroeconomic policy measures for other countries, notably the more disadvantaged among them	(b) Number of decisions taken by the General Assembly, the Economic and Social Council and other United Nations bodies that focus on these matters
(c) Enhanced exchanges of views and ideas on development issues with non-governmental actors, including increased awareness among such actors of United Nations analysis of development issues and their increased contribution to United Nations policy development	(c) (i) Number of citations of and references to the publications of the subprogramme in academic, professional and mass-media circles (ii) Number of visits to and downloads from the web site of the subprogramme (iii) Number of non-governmental actors, including research and academic institutions, participating in the Expert Group Meeting on Short- and Medium-Term Projections of the World Economy (Project Link)

Strategy

7.13 The Development Policy and Planning Office is responsible for the subprogramme. The strategy will include:

(a) Providing analysis of actions to promote development in developing countries, especially in those that face the greatest difficulties in achieving the goals contained in the Millennium Declaration, with emphasis on greater integration of social and economic concerns and objectives in policy-making and in close collaboration and coordination with other United Nations entities;

(b) Providing timely and accurate information on the short-term global macroeconomic situation and prospects, as well as analysis of macroeconomic policies and interactions among countries and groups of countries, particularly of the consequences of national macroeconomic policy measures for other countries, notably the more disadvantaged among them;

(c) Maintaining and developing substantive interaction with development institutions, including academic and research bodies;

(d) Disseminating the *World Economic and Social Survey* and *World Economic Situation and Prospects* among research, academic and other development institutions, as well as policy makers in Member States;

(e) Incorporating broader perspectives into United Nations policy analysis in the *World Economic and Social Survey* and *World Economic Situation and Prospects*;

(f) Providing information on countries' economic structures, performance, prospects and related issues for reports to the Security Council, the Economic and Social Council and the General Assembly on conflict and post-conflict situations.

Subprogramme 8
Public administration, finance and development

Objective of the Organization: To promote efficient, accountable, participatory and transparent public administration for the attainment of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Facilitation of effective intergovernmental debate on emerging issues and challenges in the field of public administration and socio-economic governance	(a) References, recommendations and decisions aimed at facilitating intergovernmental dialogue and coordinating activities in the area of public administration, socio-economic governance and knowledge management found in reports, declarations and resolutions
(b) Improved and timely access to data, analytical and policy tools, information, experiences and good practices in public administration	(b) (i) Increased number of visits to and downloads from the United Nations Online Network in Public Administration and Finance
	(ii) Number of positive evaluations and letters of appreciation from participants on the relevance and timeliness of the conferences, meetings, seminars, etc., conducted
(c) Strengthened institutional, technical and human resource capacity of national and subnational public administrations for improved public service delivery	(c) Number of methodological and technical recommendations implemented by Member States as a result of advisory services and technical cooperation projects
(d) Strengthened networks of organizations, policy makers and experts active in the area of public administration to facilitate cooperation, exchanges and mutual support in the process of modernization of public administration	(d) Increased number of network participants

Strategy

7.14 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy is based on an integrated approach comprising advocacy, the provision of substantive support to relevant intergovernmental bodies, analytical work, advisory services, technical cooperation and training, the dissemination of best practices and experiences, information-sharing and network-building. It is aimed at:

(a) Promoting greater awareness, common approaches understanding and innovative policy options among Member States on issues of public administration;

(b) Strengthening capacities of socio-economic governance institutions, including human resources, for the development of sound public policies, the design of public programmes and the effective delivery of social services;

(c) Promoting innovation, diversity, professionalism and ethical standards in the public sector.

Subprogramme 9
Sustainable forest management

Objective of the Organization: To strengthen long-term political commitment to the management, conservation and sustainable development of all types of forests and to sustainable forest management at the national, regional and global levels in pursuit of broader development goals in the economic and social sectors, environmental sustainability and poverty reduction.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective international dialogue and agreements on forests that contribute to the integration of sustainable forest management issues into the broader development agenda as well as to the understanding of the interlinkages between forests and other sectors	(a) Number of resolutions, decisions and other outcomes of intergovernmental bodies that are based on policy options proposed by the subprogramme
(b) Enhanced monitoring and assessment of and reporting on internationally agreed actions for the implementation of sustainable forest management, based on a common understanding of forest-related concepts, terminology and definitions, including through the further development and use of established criteria and indicators developed by regional processes	(b) Increased number of reports, including case studies, submitted by countries and other stakeholders that utilize forest-related concepts, terminology and definitions
(c) Increased international cooperation, collaboration, coordination and knowledge exchange among governments, major groups, organizations, instruments and processes, including through activities of the Collaborative Partnership on Forests	(c) Number of partnerships, collaborative activities and country- and organization-led initiatives undertaken to support the international forest policy dialogue

Strategy

7.15 The secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and supporting the implementation of forest-related aspects of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those stemming from the Intergovernmental Panel on Forests/Intergovernmental Forum on Forests processes and the United Nations Forum on Forests, including any mandates decided upon by the forthcoming review at the fifth session of the United Nations Forum on Forests;

(b) Providing substantive support for continued policy development, dialogue and agreements among governments, international organizations and other interested parties, including major groups;

(c) Participating in and servicing the Collaborative Partnership on Forests for enhanced cooperation and policy and programme coordination on forest-related issues among relevant international and regional organizations, institutions and instruments;

(d) Facilitating, monitoring, assessing and reporting on progress of national, regional and global actions in sustainable forest development, as well as undertaking research on and analysis and dissemination of this data and information, including through the United Nations Forum on Forests web site;

(e) Contributing to strengthened international cooperation, including by catalysing financial resources and fostering North-South and public-private partnerships in sustainable forest management;

(f) Providing substantive support for the mobilization and exchange of technical and scientific knowledge and information, including through the provision of technical advisory services, upon request, and conducting training courses, seminars and workshops.

Subprogramme 10
Financing for development

Objective of the Organization: To promote and support sustained follow-up to the agreements and commitments reached at the International Conference on Financing for Development, as contained in the Monterrey Consensus, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective multi-stakeholder monitoring of the implementation of and follow-up to the agreements and commitments reached at the International Conference on Financing for Development, as embodied in the Monterrey Consensus	(a) Number of contributions from all stakeholders in the financing for development process to the annual assessment of the implementation of the Monterrey Consensus
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination	(b) Number and scope of agreements reached by Member States as a result of intergovernmental deliberations in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination
(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the Conference and to continue to build bridges between development, finance and trade organizations and initiatives, including at the regional level, within the framework of the holistic agenda of the Conference	(c) Number and impact of multi-stakeholder consultations, workshops, seminars and other events on improving coherence, coordination and cooperation within and outside the United Nations system, including the international financial and trade institutions, including at the regional level, as well as the relevant entities of civil society and the private sector, for the implementation of and follow-up to the outcome of the International Conference on Financing for Development

Strategy

7.16 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation, at the national, regional and global levels, of the outcome of the International Conference on Financing for Development and, in this context, intensifying collaboration and interaction with the secretariats of the major institutional stakeholders (World Bank, International Monetary Fund, World Trade Organization, United Nations Conference on Trade and Development and United

Nations Development Programme), the regional commissions and development banks, as well as civil society and the business sector;

(b) Promoting coherence and an integrated approach within the United Nations to issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration;

(c) Providing substantive secretariat support, including the preparation of multi-stakeholder reports and other inputs, to the intergovernmental process entrusted with the follow-up to the Conference, as well as other relevant bodies, particularly with respect to the area of coherence and consistency of the international monetary, financial and trading systems in support of development;

(d) Supporting and facilitating the participation of all institutional and non-institutional stakeholders, including civil society and the business sector, in the financing for development process;

(e) Providing policy advisory services, upon request, and conducting training courses, seminars and workshops to promote best practices and exchange of information relating to financing for development.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5, 6 and 7)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 7)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/191	Integration of the economies in transition into the world economy (subprogrammes 1 and 7)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
56/201	Triennial policy review of operational activities for development of the United Nations system (subprogrammes 1, 2, 3 and 8)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/247	Integration of the economies in transition into the world economy (subprogrammes 7 and 8)
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership (subprogrammes 1, 7 and 10)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 3, 5 and 6)
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 2, 5 and 6)

58/202	International financial system and development (subprogrammes 8, 9 and 10)
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (subprogrammes 2, 4, 5, 6 and 9)
58/220	Economic and technical cooperation among developing countries (subprogrammes 4 and 8)
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) (subprogrammes 3 and 8)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 7)
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 1, 4, 8, 9 and 10)
58/269	Strengthening of the United Nations: an agenda for further change (all subprogrammes)

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
2003/6	The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits (all subprogrammes)
2003/47	International Conference on Financing for Development (subprogrammes 1 and 10)

Economic and Social Council agreed conclusions

2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resource development, including in the areas of health and education, to the process of development (all subprogrammes)

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations development system
52/12 B	Renewing the United Nations: a programme for reform
57/295	Information and communication technologies for development
58/114	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
58/126	Revitalization of the work of the General Assembly

Economic and Social Council resolutions and decisions

1986/72	Protection against products harmful to health and the environment
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/5	Poverty eradication and capacity-building
1999/6	Progress on the implementation of General Assembly resolution 53/192
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system
2000/20	Progress in the implementation of General Assembly resolution 53/192 on the triennial policy review of operational activities for development of the United Nations system
2000/29	Information and communications technologies task force
2000/213	Participation of intergovernmental organizations in the work of the Economic and Social Council
2000/216	Report of the Committee on Non-Governmental Organizations on its resumed 1999 session and provisional agenda for the 2000 session of the Committee
2001/1	Triennial policy review of operational activities for development of the United Nations system

2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2001/210	Establishment of the Information and Communication Technologies Task Force
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2003/3	Progress in the implementation of General Assembly resolution 56/201 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy

2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development

Subprogramme 2
Gender issues and advancement of women

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
57/176	Trafficking in women and girls
57/177	Situation of older women in society
57/179	Working towards the elimination of crimes against women committed in the name of honour
57/181	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
58/142	Women and political participation
58/143	Violence against women migrant workers
58/144	Improvement of the status of women in the United Nations system
58/145	Convention on the Elimination of All Forms of Discrimination against Women
58/146	Improvement of the situation of women in rural areas
58/147	Elimination of domestic violence against women
58/185	In-depth study on all forms of violence against women
58/206	Women in development

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women

1998/26	Advancement of women: implementation of the Beijing Platform for Action of the Fourth World Conference on Women and the role of operational activities in promoting, in particular, capacity-building and resource mobilization for enhancing the participation of women in development
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2001/4	Proposals for a multi-year programme of work for the Commission on the Status of Women for 2002-2006
2003/42	Situation of and assistance to Palestinian women
2003/43	Situation of women and girls in Afghanistan
2003/44	Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council agreed conclusions

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)	Women, peace and security

Subprogramme 3
Social policy and development

General Assembly resolutions

47/5	Proclamation on Ageing
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
50/144	Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities and of the Long-term Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond
50/161	Implementation of the outcome of the World Summit for Social Development
52/194	Role of microcredit in the eradication of poverty

S-24/2	Further initiatives for social development
57/165	Promoting youth employment
58/15	Preparations for and observance of the tenth anniversary of the International Year of the Family in 2004
58/131	Cooperatives in social development
58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/133	Policies and programmes involving youth
58/134	Follow-up to the Second World Assembly on Ageing
58/246	Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities

Economic and Social Council resolutions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
2000/10	Further promotion of equalization of opportunities by, for and with persons with disabilities
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2001/7	Proposals for a multi-year programme of work of the Commission for Social Development for 2002-2006
2001/42	Global campaign for poverty eradication

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication

Subprogramme 4
Sustainable development

General Assembly resolutions

S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/213	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/217	International Decade for Action, "Water for Life", 2005-2015

Economic and Social Council resolutions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Subprogramme 5
Statistics

Economic and Social Council resolutions and decisions

1564 (L)	Principles and recommendations for a vital statistics system
1566 (L)	Coordination of work in the field of statistics
1989/3	International economic classifications
1993/5	1993 System of National Accounts
1993/226	Sixth and Seventh United Nations Conferences on the Standardization of Geographical Names
1995/7	2000 World Population and Housing Census Programme
1995/61	The need to harmonize and improve United Nations information systems for optimal utilization and accessibility by all States
1997/221	Fourteenth and Fifteenth United Nations Regional Cartographic Conferences for Asia and the Pacific
1997/292	Sixth and Seventh United Nations Regional Cartographic Conferences for the Americas
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels

Subprogramme 6
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
58/208	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development

1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2002/1	Reproductive rights and reproductive health, including HIV/AIDS
2003/1	Population, education and development

Subprogramme 7
Global development trends, issues and policies

General Assembly resolutions

58/198	Unilateral economic measures as a means of political and economic coercion against developing countries

Subprogramme 8
Public administration, finance and development

General Assembly resolutions

49/136	Public administration and development
50/225	Public administration and development
55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
58/207	Human resources development
58/231	Public administration and development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting

2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2002/40	Public administration and development
2003/60	Public administration and development

Subprogramme 9
Sustainable forest management

General Assembly resolutions

57/241	International financial system and development

Economic and Social Council resolutions

2000/35	Report on the fourth session of the Intergovernmental Forum on Forests

Subprogramme 10
Financing for development

General Assembly resolutions

56/210 A and B	International Conference on Financing for Development
57/272	High-level international intergovernmental consideration of financing for development
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
58/203	External debt crisis and development

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolution 55/279 of 12 July 2001, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010 adopted at the Third United Nations Conference on the Least Developed Countries in Brussels in May 2001, and 56/227 of 24 December 2001 whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General contained in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2).

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support for the effective implementation of: (i) the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010; (ii) the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and (iii) the Barbados Programme of Action for the Sustainable Development of the Small Island Developing States;

(b) Enhanced monitoring and follow-up to the three Programmes of Action;

(c) Advocacy and promotion of global awareness with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States);

(d) Reporting at the global level on the implementation of the Brussels and Almaty Programmes of Action as effective tools for reaching the international development goals for the concerned countries.

8.3 In this context, the programme will also contribute to the implementation of the relevant and related internationally agreed development goals concerning the three groups of countries, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The programme will mobilize international support in favour of its constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three Programmes of Action.

8.4 The overall programme of work of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States will use a combination of the following approaches and strategies:

(a) Advocating that the concerns of least developed countries, landlocked developing countries and small island developing States be placed high on the global agenda in respect of the Brussels, Almaty and Barbados Programmes of Action;

(b) Mobilizing international support and resources in favour of the three groups of countries;

(c) Providing monitoring and follow-up to foster supportive policies in the three groups of countries and their development partners;

(d) Working with the United Nations system and other international organizations, including the regional organizations, the donor community and civil society, to ensure proper mainstreaming of priorities identified in each of the three Programmes of Action;

(e) Monitoring of all seven specific commitments of the Brussels Programme of Action: (i) fostering a people-centred policy framework, (ii) good governance at national and international levels, (iii) building human and institutional capacities, (iv) building capacities to make globalization work for least developed countries, (v) enhancing the role of trade in development, (vi) reducing vulnerability and protecting the environment, and (vii) mobilizing financial resources;

(f) Supporting the effective participation of the least developed countries in intergovernmental processes;

(g) Building partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at national, subregional and global levels;

(h) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries;

(i) Promoting South-South cooperation in various areas for the benefit of the countries of these three groups;

(j) Reaching out to all stakeholders, including partnerships with civil society and the private sector.

Subprogramme 1
Least developed countries

Objective of the Organization: To improve the quality of lives of people in the least developed countries by strengthening their ability to build a better future for themselves and to develop their countries.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced awareness of the special needs of the least developed countries and increased support and resources for the least developed countries at the global level	(a) (i) Number of declarations, resolutions and decisions at the global and regional levels in favour of least developed countries
	(ii) Effective participation of least developed countries in the global review through increased participation and statements at intergovernmental bodies
(b) Focused advocacy and building of partnerships with all development partners in favour of least developed countries	(b) Increased flow of external resources, debt relief and trade preferences to least developed countries
(c) Enhanced coordination with United Nations entities and other international and multilateral organizations to increase the mainstreaming of the Brussels Programme of Action in their respective programmes	(c) (i) Increased number of United Nations entities and other international and multilateral organizations that mainstream and report on the Brussels Programme of Action to their respective governing bodies
	(ii) Increased support for building the capacity of the national mechanisms for the implementation of the Brussels Programme of Action by the United Nations system
	(iii) Increased effective involvement of the resident coordinator system and the United Nations Development Group in country-level implementation of the Brussels Programme of Action
	(iv) Number of joint activities including task forces, workshops, seminars, panels, briefings and publications

Strategy

8.6 In order to achieve the above objective, the strategy of the Least Developed Countries Unit will focus on:

(a) Enhancing implementation of the Brussels Programme of Action by both least developed countries and their development partners;

(b) Increasing the support of the donor community for an effective and full participation of the least developed countries in intergovernmental processes;

(c) Increasing linkages with United Nations agencies and other international organizations for their mainstreaming of the Brussels Programme of Action.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To ensure effective implementation of the Almaty Programme of Action, addressing the special needs of landlocked developing countries with a new global framework for transit transport cooperation for landlocked and transit developing countries.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Establishment of coordinating mechanisms for the implementation of the Almaty Programme of Action	(a) (i) Increased number of national, subregional and international level follow-up and coordination mechanisms established
	(ii) Increased number of specific actions, such as standardization and simplification procedures for border crossing, taken by United Nations organizations as well as transit developing countries and donor countries
(b) Increased coordinated assistance for implementing specific actions in the five priority areas set out in the Almaty Programme of Action	(b) Increased number of joint programmes to further develop transit infrastructure and their efficient use

Strategy

8.7 In order to achieve the above objective, the strategy of the Landlocked Developing Countries Unit will focus on:

(a) Supporting the building of partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(b) Improving linkages between other parts of the United Nations system and focal points in individual organizations and the relevant subregional, regional and other international organizations and enhancing the cooperation and coordination of the United Nations system with them, particularly those engaged in operational activities on the ground in landlocked and transit developing countries;

(c) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries.

Subprogramme 3
Small island developing States

Objective of the Organization: To advocate and assist in mobilizing international support for the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

Expected accomplishment of the Secretariat	*Indicator of achievement*
Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and outcomes of the international meeting to review its implementation	Number of United Nations and other international organizations and donors according special focus to small island developing States issues

Strategy

8.8 In order to achieve the above objective, the strategy of the Small Island Developing States Unit will focus on:

(a) Advocating for the mobilization of financial and technical resources in support of the implementation of the Programme of Action;

(b) Working closely with United Nations agencies, other international organizations including regional organizations, the donor community and civil society to ensure proper mainstreaming of priorities identified by the General Assembly.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration

Subprogramme 1
Least developed countries

General Assembly resolutions

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/227	Third United Nations Conference on the Least Developed Countries
57/276	Third United Nations Conference on the Least Developed Countries
58/228	Third United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2002/33	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2003/17	Programme of Action for the Least Developed Countries

Economic and Social Council decisions

2001/320	Programme of Action for the Least Developed Countries for the Decade 2001-2010

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries

Subprogramme 3
Small island developing States

General Assembly resolutions

56/198	Further implementation of the outcome of the Global Conference on the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/213 A and B	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The programme was established following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) in 2002. As a result of that review, the General Assembly adopted its resolution 57/7, which brought to a close UN-NADAF and endorsed the New Partnership for Africa's Development (NEPAD)[3] as the framework for international community support to Africa's development. In its resolution 57/7 the Assembly also outlined the substantive areas and modalities for providing such support. More specifically, it underscored the need for a structure in the Secretariat in New York to review and report on support provided by the United Nations system and the international community for the New Partnership and on the coordinated implementation of outcomes of summit meetings and conferences as they relate to Africa, as well as coordinate global advocacy in support of the New Partnership. In addition, it welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership and, in this regard, urged the strengthening of this process as a means of enhancing the coordinated response of the United Nations system in support of the New Partnership. Finally, it called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development. Subsequent to resolution 57/7, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to the Special Adviser the role of coordinating reports and advocacy in support of NEPAD.

9.2 It is pertinent to note that there is a commitment in NEPAD to achieving several of the Millennium Development Goals and this represents an important linkage with the United Nations Millennium Declaration. In addition, NEPAD fully reflects the priorities on meeting the special needs of Africa in the Millennium Declaration, namely: supporting the political and institutional structures of emerging democracies in Africa; building peacekeeping capacity further, in cooperation with regional organizations; taking special measures to address the challenges of poverty reduction and sustainable development by increasing official development assistance, enhancing private capital flows and building capacities for trade; and helping Africa build its capacity to tackle the spread of HIV/AIDS and other infectious diseases. From the foregoing, it is clear that NEPAD is the framework for achieving the Millennium Development Goals and the aims of the Millennium Declaration in Africa. Consequently, through its support to NEPAD, this programme will contribute to the implementation of the Millennium Development Goals in Africa.

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[3] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka in July 2001.

9.3 One of the reasons for the current situation in Africa is the incidence of armed conflict and insecurity in the region. Although the link between conflict and development was well known, it was not until 1998 that the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871) spelled out in detail the historical legacies, the internal and external factors and the economic motives that are the causes of conflict in Africa, outlined the implications of such conflict for Africa's development and made concrete recommendations, which are still valid, to address peacemaking, peacekeeping and humanitarian assistance and for building durable peace and promoting economic growth. Since 1998, a number of United Nations actions in Africa have been in line with the recommendations of the report, although a lot still needs to be done. In recognition of this, the General Assembly, in its resolution 58/235 called on the Secretary-General to continue to monitor progress in the implementation of the recommendations.

9.4 In accordance with the mandate provided in the General Assembly resolutions, the programme aims to: (a) mobilize the support and galvanize the efforts of the international community for African peace and development; (b) ensure that the development of Africa remains one of the priorities of the international community; (c) promote a supportive framework for Africa's development efforts; (d) promote a coordinated and effective response by the United Nations system at the policy and operational levels in support of Africa's development; and (e) strengthen and enhance South-South cooperation.

9.5 The Office of the Special Adviser for Africa provides overall coordination and leadership of the programme, which will be under the joint responsibility of the Office of the Special Adviser for Africa, ECA and the Department of Public Information.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased international community support for Africa's development in general and to NEPAD in particular	(a) (i) Number of recommendations in the reports of the Secretary-General incorporated into General Assembly resolutions on Africa's development (ii) Increased number of United Nations system activities in support of Africa's development (iii) Increased number of forums addressing South-South cooperation (iv) Increased number of Member States incorporating the provisions of General Assembly resolutions on Africa's development in development assistance agendas (v) Increased number of implemented recommendations incorporated into General Assembly resolutions on Africa's development through NEPAD
(b) Increased awareness of the link between peace and development in Africa	(b) Number of recommendations in reports emanating from the Office of the Special Adviser on Africa on measures to address the root causes of conflict, that are included in the General Assembly resolutions on Africa
(c) Improved United Nations coordination in providing support to Africa's development	(c) Number of joint initiatives undertaken by the United Nations system in support of Africa's development
(d) Increased international awareness of Africa's development issues	(d) (i) Increased number of visits to the web sites of the Office of the Special Adviser on Africa (ii) Increased number of civil society organizations, including the private sector, involved in supporting implementation of NEPAD

Strategy

9.6 The subprogramme will ensure that Africa's development issues are adequately addressed in the intergovernmental debates and incorporated into the resolutions emerging from those bodies. It will seek to raise awareness of Africa's development issues through advocacy and catalytic activities, participation at key forums, promotion of United Nations system coordination, promotion of South-South cooperation and interface with the civil society and private sector. In addition, it will closely monitor and follow up on existing commitments made in connection with recent international conferences and other initiatives.

9.7 In view of the interlinkages between peace and development in Africa, the subprogramme will analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and advise on steps which need to be taken to mitigate conflicts in African countries.

9.8 The Office of the Special Adviser on Africa will work closely with Member States, the African Union, the NEPAD secretariat, the United Nations system, including the Bretton Woods institutions, the Global Coalition for Africa and the Africa Partnership Forum in the performance of its functions. In addition, it will establish and maintain contacts with civil society organizations and the private sector. It will promote South-South cooperation through the Tokyo International Conference on Africa's development process and by providing support to various South-South forums.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen the United Nations system-wide support for the implementation of the New Partnership for Africa's Development at the regional and subregional levels.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional and subregional levels	(a) (i) Number of joint activities and programmes undertaken at the regional and subregional levels (ii) Number of overlapping programmes that are merged
(b) Improved cooperation and coordination between United Nations agencies and the African continental organizations (African Union, African Development Bank and the Regional Economic Communities) for the effective implementation of NEPAD at the regional and subregional levels	(b) (i) Increased number of memorandums of understanding signed collectively or bilaterally between United Nations agencies and the African Union, the African Development Bank and the Regional Economic Communities aiming at strengthening joint programming and/or joint implementation of activities or programmes in support of NEPAD at the subregional and regional levels (ii) Increased number of programmes and projects implemented under those memorandums of understanding
(c) Strengthened capacities of regional and subregional organizations in support of NEPAD	(c) (i) Increased number of regional and subregional organizations that have established programmes in support of NEPAD (ii) Increased percentage of countries that express their satisfaction with regional and subregional support in the implementation of NEPAD in the field

Strategy

9.9 The substantive responsibility for the implementation of this subprogramme lies with a special coordinating unit in the Office of Policy and Programme Coordination of ECA. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global and regional levels, particularly with the Office of the Special Adviser on Africa and the Department of Public Information, within the context of United Nations support for NEPAD.

9.10 The strategic focus of this subprogramme will be on activities with significant collaborative potentials in order to enhance the coherence and impact of the work of the United Nations in Africa. To that end, the subprogramme will strengthen inter-agency collaboration in the implementation of operational activities in support of the priorities of NEPAD through the activities of the various thematic clusters; promote the guiding principles of NEPAD to ensure broader stakeholder participation in its implementation; facilitate consensus-building on key priority issues of concern to Africa through such consultative forums as the annual regional consultation meetings of United Nations agencies, the African Development Forum and other similar forums for sharing information and experiences; foster partnerships and networks in support of the implementation of NEPAD; ensure effective outreach of the Organization's advocacy role in support of NEPAD through ECA subregional offices; and monitor, assess and report on progress in the implementation of United Nations system-wide action plans in support of NEPAD.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international awareness of the critical economic and social situation in Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality and timely issuance of *Africa Renewal* and *Afrique renouveau*	(a) (i) Percentage of the target audience expressing satisfaction with the quality of the magazine
	(ii) Reduction in the number of days beyond 3 months for each issuance of *Africa Renewal* and *Afrique renouveau*
(b) Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the web site	(b) Percentage of the target audience indicating enhanced understanding of key thematic issues

Strategy

9.11 Substantive responsibility for the subprogramme lies with the Department of Public Information. The overall strategy relies on developing global communications plans on priority issues affecting Africa and on ensuring that those plans are implemented in coordination with the rest of the Department, the United Nations Communications Group and the United Nations system as a whole. Activities will include the quarterly publication of *Africa Renewal* magazine, together with a range of additional outputs, including web-only news and analysis, background notes, press releases and briefing papers for use by the non-United Nations international and African media. Dissemination to a diverse public as well as to target groups, such as parliamentarians, policy makers both in Government and non-Government organizations, trade unions, civil society and academic institutions, will be achieved through direct contact with individuals and groups as well as through systematic outreach to the media in Africa and to the international mass media so as to ensure that the key players are informed of major national and international initiatives and events that affect sustainable development in Africa.

Legislative mandates

General Assembly resolutions

54/35	Zone of peace and cooperation of the South Atlantic
54/232	Implementation of the first United Nations Decade for the Eradication of Poverty
54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa
55/2	United Nations Millennium Declaration
55/210	Implementation of the First United Nations Decade for the Eradication of Poverty (1997-2006), including the initiative to establish a world solidarity fund for poverty eradication
55/214	Third United Nations Conference on the Least Developed Countries
55/217	Causes of conflict and the promotion of durable peace and sustainable development in Africa
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/95	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/300	Strengthening of the United Nations: an agenda for further change
58/233	New Partnership for Africa's Development: progress in implementation and international support
58/235	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Security Council resolutions

1170 (1998)	Conflict prevention and the promotion of durable peace and security and sustainable development in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace

Economic and Social Council

Ministerial declaration adopted by the Council at its high-level segment of 2001

Programme 10
Trade and development

Overall orientation

10.1 The main objective of the programme, implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC), is to maximize the trade and development opportunities of developing countries and to assist them in their integration into the world economy in a manner that enhances the development opportunities offered by the globalization process, while helping to shape international economic relations in the twenty-first century.

10.2 In the four years since the tenth session of UNCTAD, the Bangkok Plan of Action has served as a comprehensive blueprint for the work of UNCTAD and will continue to guide its work in the years to come. The eleventh session of UNCTAD was an opportunity to identify new developments and issues in the area of trade and development that had arisen since the previous session and to generate greater understanding of the interface and coherence between international processes and negotiations on the one hand and the development strategies and policies that developing countries need to pursue on the other. UNCTAD can play an important role in helping to ensure such coherence.

10.3 Since its inception, UNCTAD has consistently offered a perspective that looks closely at the trade- and development-related challenges of developing countries, as well as countries with economies in transition. Through its three major pillars, namely, consensus-building, research and policy analysis, and technical assistance, it has fostered a better understanding of the development process and the factors contributing to uneven economic growth in developing countries. Coordination and synergies among these three areas of work will continue and be enhanced. The independent analytical capacity of UNCTAD will be enhanced to ensure the high quality of research and analysis necessary to address key issues of importance to developing countries. The results of such analysis will support and reinforce its activities in consensus-building and technical cooperation. In all these areas of work, particular consideration will be given to the needs of the least developed countries. UNCTAD technical cooperation activities should also be strengthened through the implementation and follow-up of the technical cooperation strategy approved by the Trade and Development Board at its fiftieth session.

10.4 As the focal point of the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, UNCTAD is expected to make substantial contributions with respect to the implementation of the outcomes of recent global conferences. It will also contribute to the implementation of international development goals, including those contained in the Millennium Declaration, and to the follow-up of the comprehensive review of the progress made in that regard, to be held in 2005. It will contribute to the implementation of and take specific actions requested in the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus of the International Conference on Financing for Development, the Johannesburg Declaration on Sustainable Development and the Plan of Implementation adopted at the World Summit on

Sustainable Development, the Declaration of Principles and Plan of Action adopted at the first phase of the World Summit on the Information Society, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the Programme of Action for the Sustainable Development of Small Island Developing States, including the outcome of its review, to be held in Mauritius in 2005. It should also contribute to furthering the implementation of internationally agreed goals contained in the Doha Ministerial Declaration adopted at the Fourth Ministerial Conference of the World Trade Organization (WTO) and other relevant decisions.

10.5 ITC will complement the work of its parent bodies, UNCTAD and WTO, by focusing its technical cooperation activities on supporting the efforts of developing countries and countries with economies in transition, most particularly their business sectors, to build the capacities needed to realize their full potential for developing exports and improving import operations so that they can compete in the international marketplace. Capacity-building support is provided through information dissemination, training and advisory services. The principal clients of such technical assistance are public and private sector institutions and institutional networks that extend specialized trade support services to the export community in partner countries. Its principal technical cooperation partners are national networks of trade support institutions concerned with the international competitiveness of the small-scale enterprise sector. Priority is given to Africa and the least developed countries.

10.6 UNCTAD will be responsible for subprogrammes 1 to 5, while ITC will be responsible for subprogramme 6.

Subprogramme 1
Globalization, interdependence and development

A. Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth and poverty reduction in developing countries, based on faster capital accumulation and increased gains from globalization, against the background of increasing interdependence between the international trading and financial systems and national development strategies and the need for their coherence.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Better understanding of policy choices at the national and international levels and their implications for faster and more stable growth and poverty reduction in developing countries as a result of policy advocacy	(a) Number of endorsements of policy recommendations and acknowledgement of research findings by Member States
(b) Progress towards solving the debt problems of developing countries through better debt management and, as appropriate, debt relief	(b) (i) Number of institutions using the Debt Management and Financial Analysis System (ii) Increased number of countries having improved external debt positions or having gained international commitments to that end
(c) Improved empirical and statistical foundations and informational base for decision-making at the national and international levels on trade, financial and economic policies and development strategies	(c) Number of requests from outside users for statistical publications and informational materials in both electronic and hard-copy format
(d) Improved policy and institutional environment and enhanced international cooperation in the development of the Palestinian economy by strengthening UNCTAD activities in this field through the provision of adequate resources	(d) Number of policy and legislative measures and international cooperation initiatives taken

Strategy

10.7 This subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on identifying specific needs and measures arising from the interdependence between trade, finance, investment, technology and macroeconomic policies from the point of view of its effect on development; contributing to a better understanding of coherence between international economic rules, practices and processes on the one hand and national policies and development strategies on the other; and supporting developing countries in their efforts to formulate development strategies adapted to the challenges of globalization. The objective will be pursued through policy advocacy based on: (a) timely and forward-looking research and analysis of macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of policy recommendations for appropriate development strategies at the national, regional and international levels to meet the challenges of globalization; (c) furthering consensus-building on macroeconomic and development policies that are suited to the specific conditions of developing countries; and (d) capacity-building in support of such policies, including measures related to external financing and debt. The dissemination of the reports and documents issued under the subprogramme will be linked closely to the provision of advisory services, training and workshops at the national and international levels; technical cooperation, in particular in the area of debt management; statistical and informational services as tools for policy makers and in support of the UNCTAD work programme; and the provision of special assistance to the Palestinian people.

B. Development of Africa

Objective of the Organization: To promote African economic development and fuller participation and successful integration of African countries into the world economy.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increase in the range of national and international policy choices to promote African development in the areas of expertise of UNCTAD	(a) Increased number of endorsements by African States of policy recommendations
(b) Increased utilization of services provided in support of the New Partnership for Africa's Development and various intergovernmental and inter-agency initiatives with regard to Africa	(b) Increased number of requests for assistance in support of the New Partnership and other such initiatives

Strategy

10.8 This subprogramme is under the responsibility of the Office of the Special Coordinator for Africa of the Division on Globalization and Development Strategies. The Office will undertake analytical research to identify issues that have an impact on Africa's economic development and will play an advocacy role in promoting consensus in the international development community on the policy measures that best address Africa's development problems. The research output will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to strengthening capacity-building activities.

Subprogramme 2
Investment, enterprise and technology

Objective of the Organization: To assure developmental gains from increased international investment flows and technology transfer to developing countries and countries with economies in transition and from enhanced international competitiveness of domestic enterprises in those countries.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased ability at the national level to discuss international investment issues and their development dimension	(a) Number of policy makers and other stakeholders who indicate that they are better able to discuss international investment-related issues
(b) Better understanding of policies that will attract and benefit from foreign direct investment and technology transfer and the development dimension of international agreements	(b) Number of policy recommendations taken into account by Member States
(c) Improved opportunities for enterprises in developing countries and countries with economies in transition to enhance their competitiveness through deepened linkages between domestic and foreign firms and better understanding of emerging issues in accounting and reporting standards, corporate responsibility, transparency and good corporate practices	(c) Percentage of countries indicating that policy advice and technical assistance provided by UNCTAD were useful in the design of policies aimed at enhancing the competitiveness of their enterprises

Strategy

10.9 This subprogramme is implemented under the responsibility of the Division on Investment, Technology and Enterprise Development. To achieve the objective of the subprogramme, the Division will aim to improve the understanding of issues and policy choices in international investment, enterprise development and technology transfer and will continue to strengthen its role as the major source of comprehensive information and analysis of international investment. It will focus on the development dimension of international investment and technology flows, the interface of global processes and national policy-making and the integration of investment, technology and enterprise-development policies. The Division will also aim to strengthen the capacity of developing countries, in particular the least developed countries, at their request, to formulate and implement integrated policies and to participate in discussions relating to international investment, to support efforts by developing countries to respond to technological and scientific changes through science and technology reviews and to promote the transfer of technology and innovation.

Subprogramme 3
International trade

Objective of the Organization: To assure developmental gains from international trade, the trading system and trade negotiations in goods and services and to enhance the commodity sector's contribution to the development process for the effective and beneficial integration of developing countries and countries with economies in transition in the global economy.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved understanding and better ability of developing countries to analyse, formulate and implement appropriate trade policies and strategies in international trade, the international trading system and trade negotiations and improved capacity to meet the challenges of market access and entry conditions for developing countries' exports	(a) (i) Increased participation of developing countries in world trade and the international trading system (ii) The number of policy recommendations taken into account by Member States
(b) Strengthened analytical, statistical and information base for trade and trade-related decision-making at the national, regional and international levels	(b) Increased number of registered and subscribing users of the Trade Analysis and Information Analysis System, the World Integrated Trade Solution and the Agriculture Trade Policy Simulation Model
(c) Strengthened capacity of developing countries to integrate commodity production and trade into development	(c) Number of countries in which substantive progress is made in the contribution of the commodities sector to development
(d) Improved capability of developing countries to identify and address competition and consumer protection issues and to deal effectively with restrictive business practices	(d) Number of countries making progress in competition or consumer-protection legislation, specifically through the preparation, adoption or revision of legal instruments or through measures aimed at enforcing their implementation
(e) Strengthened capacity of developing countries to pursue both trade and trade policy objectives and sustainable development objectives in a mutually supportive fashion in the context of the international trading system	(e) Number of actions taken by developing countries to reconcile trade policy with sustainable development objectives in international discussions and negotiations or through specific policy measures at the national, regional and international levels

Strategy

10.10 This subprogramme is implemented under the responsibility of the Division on International Trade in Goods and Services and Commodities. To achieve the objective of the subprogramme, the Division will aim to assist developing countries and countries with economies in transition, at their request, to respond effectively to challenges and opportunities, thereby maximizing the gains from international trade in goods and services and from international commodity markets. It will monitor and analyse the evolution of the international trading system and trends in international trade from a development perspective and will help countries to develop the capacity to participate effectively in trade negotiations and to formulate relevant policies and strategies, with particular attention paid to the concerns of the least developed countries. It will provide a forum for policy discussion and consensus-building on core and emerging issues of international trade, commodities, trade in services and new and dynamic sectors of international trade. Special emphasis will be placed on the interface between the multilateral trading system and regional trade agreements, coherence between global/regional processes and national policies and strategies, the elaboration of development benchmarks, the provision of support to South-South cooperation and trade preferences and WTO accession. The Division will monitor developments in commodity markets and foster a new thrust to international cooperation and partnership in commodities development, diversification, commodity-related financing and risk management. It will also further its work on important issues, such as trade and poverty; trade and gender; trade, environment and development; competition policy and consumer protection; and trade and other globalization issues. Capacity-building activities will be carried out, inter alia, through the ITC/UNCTAD/WTO Joint Integrated Technical Assistance Programme and the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.

Subprogramme 4
Services infrastructure for development, trade efficiency and human resources development

Objective of the Organization: To improve the competitiveness in international trade of developing countries and countries with economies in transition through efficient and secure trade-supporting services, better and increased utilization of information technology and development of training capacity.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved trade logistics of developing countries through, inter alia, strengthening of transport efficiency, trade facilitation and customs and legal frameworks	(a) Increased number of specific actions taken by developing countries to improve transport efficiency and trade facilitation
(b) Improved awareness and understanding by developing countries of the policy and strategy options of the economic applications of information and communication technologies	(b) Increased number of specific actions taken by developing countries to address economic implications of information and communication technologies
(c) Strengthened human resources development capacity in developing countries in the fields of trade, investment and trade-supporting services	(c) Percentage of trained trainers having successfully delivered training

Strategy

10.11 This subprogramme is under the responsibility of the Division for Services Infrastructure for Development and Trade Efficiency. To achieve the objective, the Division will aim to promote access to and capacity to use information and knowledge. In particular, it will focus on trade-supporting services, including the strengthening of transport efficiency, trade facilitation and customs and legal frameworks; economic applications of information and communication technologies; and development of the capacity of trade and training institutions. It will pursue the objective by: (a) carrying out timely and forward-looking research and analysis; (b) formulating policy recommendations for appropriate development strategies at the national, regional and international levels; (c) fostering dialogue for consensus-building; (d) providing technical assistance upon request; and (e) building the capacity of trade, transport and training institutions. The reports and documents prepared under the subprogramme will be widely disseminated in connection with the provision of advisory services, training and workshops at the national and international levels. Where appropriate, they will draw upon the knowledge gained through technical cooperation activities.

Subprogramme 5

Special needs of least developed countries, small island developing States and landlocked developing countries and the related special problems and challenges faced by transit developing countries

Objective of the Organization: To promote progressive and beneficial integration into the global economy of least developed countries and facilitate their smooth graduation and to respond to the special needs of small, vulnerable economies, small island developing States and landlocked developing countries within a new global framework for transit transport cooperation for landlocked and transit developing countries, in accordance with the Almaty Programme of Action.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased analytical understanding and consensus in the global economy of the development problems of least developed countries, small island developing States and landlocked developing countries and the related special problems and challenges faced by transit developing countries, as well as structurally weak and small, vulnerable economies	(a) Increased number of policy actions agreed and recommended by least developed countries and their development partners
(b) Better integration of trade policies and priorities in the national development plans of least developed countries through the implementation of the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries	(b) Number of countries making efforts to mainstream their trade policies and priorities into their national development plans
(c) Increased analytical understanding of the problems of the least developed countries and research and policy analysis in support of them, including through the annual publication of the *Least Developed Countries Report*	(c) Timeliness, quality and relevance of the analytical work undertaken, including with respect to the annual *Least Developed Countries Report*, as indicated by the number of endorsements of policy recommendations and acknowledgement of research findings by the least developed countries
(d) Enhanced international cooperation to improve transit transport for the trade of landlocked developing countries, within a new global framework for transit transport cooperation for landlocked and transit developing countries	(d) Number of landlocked developing countries making progress in the improvement of their transit-transport agreements within a new global framework for transit transport cooperation for landlocked and transit developing countries, and other trade facilitation measures
(e) Contribution to the follow-up to the international meeting on the sustainable development of small island developing States in 2005	(e) Timely completion of inputs to this follow-up

Strategy

10.12 This subprogramme is under the responsibility of the Special Programme for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. To achieve the above objective, the Special Programme will enhance work on the special problems of the least developed countries, small island developing States and landlocked developing countries and the related special problems and challenges faced by transit developing countries, as well as structurally weak and small, vulnerable economies. The work of the subprogramme will focus on improving human and institutional capabilities in those countries through research and policy analysis; making policy proposals based on such analyses; and facilitating intergovernmental discussion on issues relating to the least developed countries, including the status of least developed countries and their smooth graduation. The causes of decline in the share of the least developed countries in world trade and the linkages between trade, growth and poverty reduction will also continue to be examined with a view to identifying long-term solutions to those problems. Such analysis will be carried out on an annual basis in connection with the *Least Developed Countries Report*. The work of the subprogramme will also focus on implementing technical assistance based on specific needs of those countries; coordinating relevant UNCTAD technical cooperation activities in favour of those countries; and participating in the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries and the ITC/UNCTAD/WTO Joint Integrated Technical Assistance Programme. It will thereby contribute to the three global programmes of action for those countries, namely, the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, including the outcome of its review at the international meeting to be held in Mauritius.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To enable developing countries and countries with economies in transition to realize their full potential for developing exports and improving import operations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Establishment of national core expertise in multilateral trading system issues involving a good understanding of products and market reality and potential	(a) (i) Increased number of country networks established and supported under the World Tr@de Net and related ITC programmes (ii) Increased level of activities of individual advocacy networks
(b) Trade development strategies that take into account supply capacity and international demand and commercial practices	(b) (i) Increased number of trade development strategies developed through ITC collaboration (national or sectoral) under implementation (ii) Increased number of countries assisted that incorporate an "e" dimension into export strategies
(c) Reinforcement of trade support institutions in the provision of efficient services to the business community	(c) (i) Increased number of trade support institutions partnering with ITC (ii) Increased number of institutions applying ITC support tools
(d) Improved trade performance in selected product and service sectors	(d) (i) Increased number of enterprises participating in ITC buyer-seller meetings and matchmaking activities (ii) Increased number of participants in the ServicesExportNetwork (iii) Increased number of countries with partners using ITC strategic market analysis tools
(e) Increased entrepreneurship and competitiveness at the enterprise level	(e) Increased number of enterprise associations applying ITC-developed support tools

Strategy

10.13 ITC bears substantive responsibility for the implementation of this subprogramme. The strategy will focus on developing national capacity to identify new opportunities for trading goods and services and to address the business implications of the multilateral trading system by linking national capacity to specific products and markets. It will involve interventions in the following functional areas: (a) institutional development for trade promotion and specialized support services; (b) export training capacity development; (c) capacity-building in international purchasing and supply management; (d) strategic and operational market research; (e) sector-specific product and market development; (f) trade information management; (g) promotion of the use of information and communication technologies for improving trade competitiveness; and (h) technical cooperation coordination, including needs assessment and programme/project design.

10.14 In pursuit of its objective, ITC will: (a) establish and nurture national networks of trade experts to raise awareness and develop capabilities to understand and respond to changes in the multilateral trading system; (b) offer a platform for discussion and facilitate the exchange of national experiences and best practices in finding business solutions to trade-related problems; (c) promote business advocacy and provide publications, training materials, courses and direct assistance related to the business implications of WTO agreements; (d) develop and apply tools for national export potential surveys and strategic market research; (e) implement a "product-network" strategy involving the participative development of generic technical assistance products and their customization and dissemination through a network of partner institutions; (f) combine market intelligence with training, advisory services and business contacts for the export promotion of specific products and services, with particular emphasis on South-South trade and poverty reduction; and (g) help national institutions to provide counselling services to enterprises in trade information, export planning, identification of customers, management of the supply chain, product development and adaptation, marketing, pricing, contracting and distribution.

10.15 ITC carries out its technical cooperation activities in coordination with its parent bodies, UNCTAD and WTO. In addition, ITC cooperates with a network of other multilateral agencies, including the International Monetary Fund, the World Bank, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Industrial Development Organization, the International Organization for Standardization, the regional economic commissions, the World Intellectual Property Organization, l'Agence intergouvernementale de la francophonie and the Commonwealth Secretariat and, for the first time in 2004, the European Commission. Direct collaboration with bilateral technical cooperation agencies, primarily from the member countries of the Organization for Economic Cooperation and Development, in the design and implementation of field-level activities is also increasing. Partnership with the private sector is a priority for ITC, which works closely with private sector associations such as the World Association for Small and Medium Enterprises.

Legislative mandates

Subprogrammes 1-5

TD/386	Plan of Action, adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement, adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/412	Part I: UNCTAD XI — The Spirit of São Paulo Part II: The São Paulo Consensus
WSIS-03/GENEVA/ DOC/5-E	Plan of Action of the World Summit on the Information Society
A/C.2/56/7, annex	Doha Ministerial Declaration of the World Trade Organization

General Assembly resolutions

55/2	United Nations Millennium Declaration
55/182	International trade and development
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/240	Enhancing international cooperation towards a durable solution to the external debt problem of developing countries
57/253	World Summit on Sustainable Development
57/300	Strengthening of the United Nations: an agenda for further change
58/172	The right to development
58/197	International trade and development
58/200	Science and technology for development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/202	International financial system and development
58/203	External debt crisis and development
58/204	Commodities
58/213	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

58/220	Economic and technical cooperation among developing countries
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence
58/228	Third United Nations Conference on the Least Developed Countries
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
58/233	New Partnership for Africa's Development: progress in implementation and international support

Subprogramme 6
Operational aspects of trade promotion and export development

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes

Programme 11
Environment

Overall orientation

11.1 In the 2006-2007 biennium, the United Nations Environment Programme (UNEP) will continue to pursue a focused approach in the implementation of its role as "the leading global environmental authority that sets the global environmental agenda that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and that serves as an authoritative advocate for the global environment" (Nairobi Declaration, 1997).

11.2 The mandate for the programme derives from General Assembly resolution 2997 (XXVII) of 15 December 1972, which established the Governing Council of UNEP, the Environment Secretariat and the Environment Fund. The Governing Council, in its decision 19/1 of 7 February 1997, redefined and clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of UNEP. By its resolution S/19-2 of 28 June 1997, the Assembly endorsed the new mandate of UNEP. The Assembly elaborated further on the mandate of the Programme in its resolution 53/242 of 28 July 1999.

11.3 In line with its functional institutional structure and results-oriented approach to programme implementation, the broader international policy environment will be of particular relevance. In this regard, the Doha Ministerial Declaration of the World Trade Organization, which gave renewed attention to trade and environment issues, the third United Nations Conference on the Least Developed Countries, which acknowledged the inextricable link between environment, development and poverty, as well as the outcome of the International Conference on Financing for Development, held at Monterrey, Mexico, provide reference points, while the goals identified in the United Nations Millennium Declaration, the Johannesburg Plan of Implementation and other outcomes of the World Summit on Sustainable Development, including on international environmental governance, provide a clear and targeted road map for implementation of the programme.

11.4 The Malmö Ministerial Declaration, in which the international community stated that the root causes of global environmental degradation are embedded in social and economic problems, such as pervasive poverty, unsustainable production and consumption patterns and inequity in distribution of wealth, and the debt burden, continues to provide the broader context within which the environmental perspective must be grounded.

11.5 The programme is based on strong interlinkages between the seven subprogrammes, namely, environmental assessment and early warning; policy development and law; policy implementation; technology, industry and economics; regional cooperation and representation; environmental conventions, and communication and public information. These strong interlinkages will be reflected in the close cooperation between the respective seven divisions, as well as with the Division of Global Environment Facility Coordination.

11.6 Environmental assessment and early warning will continue to underpin UNEP efforts and keep under review the state of the global environment and ensure that emerging environmental issues are brought to the attention of Governments. In this regard, further efforts to strengthen the scientific basis of UNEP and the credibility of environmental data by supporting the development of improved data systems and the development of scientific capacity at the national and regional levels will be essential to develop authoritative environmental assessments and provide early warning for appropriate consideration by Governments.

11.7 The translation of scientific information and data into broad policy-based decisions requires a strong policy development component which builds on the consensus on the international environmental governance achieved at the World Summit on Sustainable Development. The emphasis will be on ensuring that UNEP supports the inclusion of environmental considerations in the broader intergovernmental policy processes, facilitates the development of coordinated approaches to environmental priorities within the United Nations system, i.e., through the Environmental Management Group, and develops innovative approaches to the broader involvement of all stakeholders in the implementation of intergovernmentally approved priorities.

11.8 A major thrust of the science-based initiatives and policy development work of UNEP will be to support implementation at the national level of intergovernmentally agreed environmental policies, particularly through greater and more coordinated efforts to develop the capacity of developing countries and countries with economies in transition.

11.9 UNEP will further enhance the ability of countries and stakeholders to integrate environmental considerations in their decision-making structures and develop policies, strategies and practices that are environmentally sound, building on an integrated and partnership approach to sustainable development. This will include efforts to develop more sustainable patterns of consumption and production, more efficient use of natural resources and strategic approach to management of chemicals and contribute to developing mutually supportive environment, trade and development strategies.

11.10 Increased policy dialogue and cooperation at the regional and subregional levels will support the integration of global environmental policy concerns with emerging priorities and issues at these levels. The work of UNEP with the regional and subregional ministerial forums on the environment provides a crucial link between its policy and programme development and the actual concerns in the regions. In the delivery of UNEP programmes, therefore, greater attention is being paid to addressing the concerns and emerging priorities of regions and subregions, especially those in the developing world, in particular Africa.

11.11 Emphasis will be given to developing more integrated and interlinked approaches to the implementation of international legal agreements that are fundamental to the achievement of environmentally sound development, as mandated by the Governing Council. In this work, special attention will be given to complementarity between the poverty-alleviating objectives of the multilateral environmental agreements and their interlinkages with the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.

11.12 An essential ingredient of success in ensuring the implementation of environmental policy is to further increase the general understanding of critical environmental issues at all levels. In this regard, in the development of partnerships with major groups, further efforts will be made to ensure that environmental issues are adequately covered by the international media, and that access to environmental information and encouragement of greater public participation in environmental management are met through environmental awareness-raising campaigns.

11.13 As an implementing agency of the Global Environment Facility, UNEP will continue promoting Facility-eligible activities in accordance with its mandate, as well as agreed strategic priorities for the third phase of the Facility (2002-2006). UNEP will continue assisting all eligible countries to develop and implement projects falling within the six Facility focal areas and strive to enhance the capacity of the most vulnerable countries to implement their commitments under the Global Environment Facility-related conventions, and in this regard, special attention will be devoted to the African countries through the UNEP/Global Environment Facility New Partnership for Africa's Development initiative, least developed countries and small island developing States.

11.14 The 2006-2007 programme represents a forward-looking programme of action for UNEP based on the lessons learned in the last 30 years and the clearly articulated needs of member States, and takes as its departure point the international consensus embodied in the recent international conferences and the necessity of a results-oriented approach. This approach embodies the understanding that environmental problems must be addressed in their social and economic context. While it is recognized that there is a need for further policy development and guidance, there is consensus that the future emphasis of the work of UNEP must be focused on implementation, taking into account the gender perspective.

Subprogramme 1
Environmental assessment and early warning

Objective of the Organization: To ensure that environmental problems and emerging issues of wide international significance receive appropriate, and earliest possible consideration by decision makers at the national and international levels.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced awareness of and cooperation on environmental problems and emerging issues among Governments and the public to better support sustainability and the survival, dignity and livelihood of individuals	(a) (i) Increased number of references to environmental assessments in intergovernmental forums and the media and visits to reports available on the Internet (ii) Increased number of Governments and scientists involved in environmental assessment processes
(b) Development of self-sustaining data and information systems to improve accessibility to credible and comparable data and use of indicators for better understanding and decision-making regarding environmental issues	(b) (i) Increased number of users accessing data and monitoring networks (ii) Increased number of downloads of core sets of data and indicators used by UNEP
(c) Increased participation or involvement in environmental assessment and reporting in developing countries and countries with economies in transition to better achieve the targets of the World Summit on Sustainable Development	(c) Increased number of institutions from developing countries and countries with economies in transition (i) able to collect, process and analyse data, and (ii) involved in environmental assessment processes

Strategy

11.15 The Division of Early Warning and Assessment is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To strengthen the scientific basis for decision-making by undertaking timely, policy-relevant and scientifically credible environmental assessments;

(b) To enable Governments to develop improved environmental data and information systems for early warning and decision-making by supporting monitoring and data collection systems and developing indicators for assessments and reporting;

(c) To support environmental governance for sustainable development by strengthening cooperation with and building the capacity of national, subregional, regional and international institutions for assessment, monitoring, data management and reporting;

(d) To promote the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP.

Subprogramme 2
Policy development and law

Objective of the Organization: To enhance, within the framework of the existing UNEP mandate, the capacity of Member States and the international community to develop and improve policy and legal frameworks to address new and continuing environmental challenges in the context of sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further development of environmental law, including the integration of the environmental dimension of sustainable development, and its implementation through effective participation of legal stakeholders	(a) Increased evidence of integration of the environmental dimension of sustainable development in legal regimes through the participation of legal stakeholders in the development and implementation of environmental law
(b) Enhanced capacity of policy makers to respond to environmental challenges and internationally agreed development goals through the development of new and revised policy instruments, taking into account socio-economic concerns; and incorporating such policies at the national level into development strategies	(b) Increased number of national policies and development strategies that incorporate the environmental dimension
(c) Improved engagement of major groups in the development and implementation of environmental policy and law	(c) Increased number of major groups that participate effectively at the regional and global levels in policy development of UNEP
(d) Enhanced understanding by all partners of the need to incorporate the environmental dimension in efforts to meet internationally agreed development goals, including those contained in the Millennium Declaration and the Johannesburg Plan of Implementation	(d) Increased inclusion of environmental objectives in outcomes (e.g., resolutions, decisions, policy strategies, guidelines) of United Nations intergovernmental and inter-agency bodies and improved implementation thereof

Strategy

11.16 The Division of Policy Development and Law is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be to empower, in collaboration with Governments and other partners and through inter-agency cooperation, a broad cross section of legal stakeholders, policy makers and major groups to participate effectively in the development, analysis, implementation, compliance with and enforcement of environmental laws and policies on sustainable development by:

(a) Providing opportunities for interaction, options for consideration, required information, training and other facilities;

(b) Promoting the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP;

(c) Strengthening national institutions (including legal frameworks) and the capacity of practitioners, e.g., judges, lawyers and major groups.

Subprogramme 3
Policy implementation

Objective of the Organization: To enhance implementation of environmental policies, legislation and management practices and to mitigate the environmental impact of emergencies and post conflict situations on sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of Governments, and national, subregional and regional institutions, networks and coordinating mechanisms in the implementation of environmental policies, legislation and management practices, including the gender perspective	(a) (i) Increased number of countries, institutions and other stakeholders supported in the implementation of environmental policies and legislation (ii) Increased number of partnerships, collaborating mechanisms and networks engaged in implementing environmental management measures at the regional and subregional levels (iii) Increased number of environmental education and training programmes offered through national education systems and institutions of learning
(b) Improved participation, coordination and capacity at the international and national levels for the integrated management of water resources and protection of the marine environment	(b) (i) Increased number of action plans, partnerships, networks and coordinating mechanisms for integrated water resources management (ii) Number of national policies, global and regional guidelines and implementation strategies developed to implement the Global Programme of Action at national and local levels
(c) Enhanced capacity at the international, regional, subregional and national levels to prevent, reduce the risk of, prepare for and respond to environmental emergencies and to conduct post-disaster/conflict assessments and clean-up	(c) (i) Number of activities conducted by UNEP, carried out with inter-agency collaboration, as appropriate, to assist countries, subregions and regions to prevent, reduce the risk of, prepare for and respond to environmental emergencies caused by natural disasters and human-induced incidents (ii) Number of environmental post-conflict assessments conducted (iii) Number of follow-up activities to implement post-conflict assessment conclusions
(d) Strengthened capacity of international, regional and national institutions to analyse the biodiversity status	(d) Increased number of biodiversity collaborating centres and partnerships with major stakeholders established by the UNEP World Conservation Monitoring Centre

Strategy

11.17 The Division of Environmental Policy Implementation is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To promote a UNEP-wide integrated approach to the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP;

> (i) By assisting and supporting, in cooperation with national Governments, implementation of environmental policies and enforcement of and compliance with multilateral environmental agreements;
>
> (ii) Through environmental education programmes/initiatives which are aimed at transforming conservation visions and aspirations for poverty reduction;

(b) To enhance capacities of Governments and other stakeholders to implement the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities;

(c) To address capacity and institutional development needs at the international, regional, subregional and national levels to prevent, reduce the risk of, prepare for and respond to environmental emergencies caused by natural disasters, human-induced accidents and conflicts;

(d) To integrate environmental considerations into post-conflict reconstruction by conducting environmental assessments and identifying strategic issues for environmental assistance, including environmental risk reduction, rehabilitation and capacity-building;

(e) To continue the development of the information and other services provided by the UNEP World Conservation Monitoring Centre, in partnership with collaborating centres, especially in developing countries, and in cooperation with the Convention on Biological Diversity and other agencies;

(f) To promote the participation of national Governments and other stakeholders in special projects and partnerships to address specific needs for environmental management and sustainable development.

Subprogramme 4
Technology, industry and economics

Objective of the Organization: To encourage and support the public sector, business and industry in the development and implementation of policies, strategies, technologies and practices that are environmentally sound, based on the integrated and partnership approach of sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced ability of public and private sector decision makers and organizations to access, adopt and use environmentally sound technologies and to make informed choices about water resources management and energy production and use	(a) (i) Increased number of local and national authorities implementing integrated water resources management plans and adopting environmentally sound technologies and practices (ii) Increased investment in renewable sources of energy and energy-efficient technologies in all regions, as evidenced by the value of programmes, projects and networks initiated with UNEP support
(b) Increased understanding and implementation by public and private sector decision makers and organizations of environmentally sound management practices and tools, including cleaner production, sustainable consumption and prevention of and responses to environmental threats and emergencies	(b) (i) Increased number of local, national and regional authorities having introduced sustainable production and consumption policies and programmes (ii) Increased number of industry and professional associations having introduced sustainable production and consumption policies and programmes
(c) Progress made by countries and the international community towards ensuring that chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment	(c) (i) Strategic approach to international chemicals management adopted by Governments and widely accepted in the international community (ii) Rotterdam and Stockholm Conventions widely adhered to (iii) Increased number of projects in countries to reduce risks from chemicals and wastes
(d) Enhanced capacity of public and private sector decision makers and organizations to integrate the environmental dimension of sustainable development into their economic, trade and finance policies and practices, including corporate environmental and social management	(d) (i) Increased number of public and private sector organizations adhering to the principles of the United Nations Global Compact initiative and sectoral partnership initiatives with UNEP in support of the goals of the World Summit on Sustainable Development

	(ii) Increased number of public and private sector organizations publishing environmental sustainability reports on their performance following the Global Reporting Initiatives guidelines
	(iii) Number of country projects introduced, in progress or completed that increased the capacity of national, regional and subregional institutions to develop and implement macroeconomic policies that integrate environmental considerations into trade, finance and development policies

Strategy

11.18 The Division of Technology, Industry and Economics is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To raise the awareness and strengthen the capacity of decision makers to develop and implement policies, strategies and practices that promote sustainable consumption and production patterns, make efficient use of natural resources, ensure the sound management of chemicals and contribute to making economic, trade and environment policies mutually supportive;

(b) To promote the access of the public sector, business and industry to knowledge, technology and economic tools in support of sustainable development, and to support the provision of appropriate assessments and tools for improved management of knowledge in this regard;

(c) To support the development of appropriate information, communication, management and training tools, through partnerships with other international organizations, public authorities, business and industry, and non-governmental organizations to build capacity through training trainers and enabling small entrepreneurs, consumers and other civil society actors to make informed choices;

(d) To promote the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP.

Subprogramme 5
Regional cooperation and representation

Objective of the Organization: To strengthen regional cooperation and capacity of countries and institutions in the regions to address environmental issues of crucial regional and global importance.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened policy dialogue and cooperation among and between countries and institutions in the regions in addressing environmental issues of common concern and priority	(a) Increased number of new partnerships and agreements among countries and between Governments and other players in the field of environment under implementation
(b) Increased capacities of countries and regional bodies in the legal, policy and institutional areas to address environmental priority issues	(b) Increased number of regional and subregional environmental action plans and strategies adopted and under implementation, with support from UNEP
(c) Increased support for international cooperation on the environmental dimension of sustainable development	(c) Increased number of programmes and projects in developing countries and countries with economies in transition related to the environmental dimension of sustainable development supported and funded by Governments and other sources

Strategy

11.19 The Division of Regional Cooperation is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To work with, support and strengthen regional, interregional and subregional frameworks for cooperation, provide policy advice and technical support to Governments, and strengthen its outreach and collaboration with the private sector, major groups and civil society organizations;

(b) To participate in and support regional and subregional ministerial forums organized by the regional offices of UNEP to ensure synergy and consistency of UNEP policy and programme development and implementation with the actual concerns in the regions as expressed by Governments and civil society organizations;

(c) To provide policy advice, capacity-building and technical support in collaboration with UNDP to Governments to strengthen national action for the protection and enhancement of the environment;

(d) To strengthen outreach and collaboration with the private sector, major groups and civil society organizations to create a greater consistency and a strengthened commitment for environmental action at the national, subregional and regional levels;

(e) To promote the implementation of the outcome of the international environmental governance process that enhances delivery of the capacity-building initiatives of UNEP.

Subprogramme 6
Environmental conventions

Objective of the Organization: To strengthen implementation of and compliance with multilateral environmental agreements and to promote and enhance interlinkages and synergies between them and with UNEP, taking into account the autonomous decision-making authority of the Conferences of Parties.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) In consultation with the secretariats and Conferences of Parties to the multilateral environmental agreements, enhanced collaboration among multilateral environmental agreement secretariats supported by UNEP	(a) Increased number of collaborative activities among multilateral environmental agreements implemented with UNEP support
(b) Strong partnerships among global, regional and national stakeholders for the strengthening of linkages and synergies, including harmonization of reporting	(b) Increased number of arrangements reached between multilateral environmental agreements, UNEP and national authorities which promote linkages and synergies
(c) UNEP programmes take account of socio-economic driving factors in implementation of multilateral environmental agreements	(c) Increased number of joint programmes with the multilateral environmental agreements which address the links between poverty and the environment
(d) Strengthened capacity of developing countries and countries with economies in transition in intergovernmental negotiations through implementation by UNEP of joint programmes with multilateral environmental agreements	(d) Increased number of developing countries and countries with economies in transition participating effectively at multilateral environmental agreement meetings and multilateral environmental agreement-related meetings supported by UNEP
(e) In consultation with the secretariats and Conferences of Parties to the multilateral environmental agreements, enhanced synergies between regional seas programmes and other regional environmental agreements and UNEP, multilateral environmental agreements and intergovernmental organizations in developing and implementing joint programmes and activities	(e) Increased number of regional seas programmes and other regional environmental agreements benefiting from cooperation with UNEP, multilateral environmental agreements and intergovernmental organizations

Strategy

11.20 The Division of Environmental Conventions is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To support the ratification and promote the implementation and enforcement of multilateral environmental agreements, giving priority to those administered by UNEP and taking into account the needs of developing countries and countries with economies in transition as well as the UNEP guidelines on compliance with and enforcement of multilateral environmental agreements;

(b) In cooperation with the secretariats and Conferences of Parties to the multilateral environmental agreements, to work to enhance coordination of environmental conventions at the global, regional and national levels;

(c) In consultation with the secretariats and Conferences of Parties to the multilateral environmental agreements enhance collaboration with multilateral environmental agreements on environment and poverty alleviation towards the achievement of internationally agreed development goals, including those contained in the Millennium Declaration;

(d) To enhance support for participation of developing countries and countries with economies in transition in implementation of the multilateral environmental agreements;

(e) To increase the use of regional seas conventions, action plans and regional mountain agreements as a platform for coordinated regional implementation of multilateral environmental agreements as well as mandates of intergovernmental organizations and other global and regional initiatives;

(f) To promote the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP.

Subprogramme 7
Communication and public information

Objective of the Organization: To increase support for the efforts and work that UNEP and its partners are undertaking to address critical environmental issues.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Better understanding of and engagement in environmental management by media, Governments, non-governmental organizations, professional bodies, major groups and the public at large	(a) (i) Increased amount of international, regional, national and local media coverage, keeping the international, regional, national and local spotlight on the environment related to the activities of UNEP
	(ii) Increased web visibility and user satisfaction with UNEP home page, unep.org, measured via visits/hits statistics and user surveys
(b) Increased support for environmental management	(b) Increased number of initiatives that promote environmental management, by youth and sports organizations, private sector, professional associations, civil society groups, non-governmental organizations and Governments

Strategy

11.21 The Division of Communications and Public Information is responsible for the implementation of this subprogramme. The strategy in the biennium 2006-2007 will be:

(a) To make effective use of media as an agent of change of public perception and action through close and intensive collaboration with mass media to provide increased and more accurate media coverage of environmental topics focusing on causes, effects and solutions;

(b) To foster good internal/external communications by developing alliances and partnerships with major groups, including youth and children, sporting organizations, professional associations, environmental groups, non-governmental organizations, and the media to influence and integrate environmental concerns in their lifestyle and professional work;

(c) To facilitate access to information on environmental issues of global and regional concern and the work of UNEP and its partners through production and dissemination, including through the Internet, of targeted information materials, publications, audio-visual products;

(d) To encourage and influence public participation in environmental management by organizing and/or facilitating environmental awareness-raising campaigns and events and ensuring wider participation of the public, special groups, the private sector, Governments and non-governmental organizations in such events;

(e) To promote the implementation of the outcome of the international environmental governance process in enhancing delivery of the capacity-building initiatives of UNEP.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
47/190	Report of the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development (subprogrammes 2, 3 and 6)
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/251	Report of the Governing Council of the United Nations Environment Programme on its seventh special session
57/261	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development (subprogrammes 1, 3 and 6)
58/88	Effects of atomic radiation
58/209	Report of the Governing Council of the United Nations Environment Programme on its twenty-second session
58/211	International Year of Deserts and Desertification, 2006 (subprogrammes 3, 5 and 7)
58/213	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/215	Natural disasters and vulnerability (subprogrammes 1, 3 and 5)
58/216	Sustainable development in mountain regions (subprogrammes 2, 3, 5 and 6)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/219	United Nations Decade of Education for Sustainable Development
58/228	Third United Nations Conference on the Least Developed Countries
58/233	New Partnership for Africa's Development: progress in implementation and international support

58/240	Oceans and the Law of the Sea (subprogrammes 1, 3 and 6)
58/243	Protection of global climate for present and future generations of mankind

Governing Council decisions

SS.VI/1	Malmö Ministerial Declaration
SS.VII/1	International environmental governance (subprogrammes 2 and 5)
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements (subprogrammes 2, 3 and 6)
19/1	Nairobi Declaration on the Role and the Mandate of the United Nations Environment Programme
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/25	Freshwater (subprogrammes 2, 3 and 4)
20/28	Promoting interlinkages among global environmental issues and human needs (subprogrammes 1, 2, 3 and 6)
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/21	International environmental governance
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III) (subprogrammes 2 and 3)
21/24	Policy and advisory services in key areas of institution-building (subprogrammes 2, 3, 4 and 6)
22/3	Climate and atmosphere I: Adaptation to climate change (subprogrammes 2 and 6)
22/4	Chemicals III: Lead (subprogrammes 2 and 4)
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues (subprogrammes 1, 2 and 6)
22/9	Support to Africa (subprogrammes 1-6)
22/10	Poverty and the environment in Africa (subprogrammes 2 and 5)
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010 (subprogrammes 2, 3, and 5)

22/13	Small island developing States (subprogrammes 2, 3 and 6)
22/15	International Year of Deserts and Desertification (subprogrammes 2, 3, 5 and 7)

Subprogramme 1
Environmental assessment and early warning

Governing Council decisions

20/1	Global Environment Outlook
22/1	I: Strengthening the scientific base of the United Nations Environment Programme
	II: Global assessment of the state of the marine environment

Subprogramme 2
Policy development and law

General Assembly resolutions

58/158	International Decade of the World's Indigenous People

Governing Council decisions

SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
22/2	Water
	I: Water policy and strategy of the United Nations Environment Programme
22/16	Environment and cultural diversity
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)

Subprogramme 3
Policy implementation

Governing Council decisions

21/27	Compliance with and enforcement of multilateral environmental agreements

22/1	Early warning assessment and monitoring
	III: United Nations Environment Programme World Conservation Monitoring System
	IV: Post conflict environmental assessment
	V: Environmental situation in the Occupied Palestinian Territories
22/2	Water
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation

Subprogramme 4
Technology, industry and economics

General Assembly resolutions

58/197	International trade and development
58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005

Governing Council decisions

21/14	Trade and environment
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
	IV: Strategic approach to international chemicals management
	V: Mercury programme
22/6	Promotion of sustainable consumption and production patterns
22/7	Engaging business and industry

Subprogramme 5
Regional cooperation and representation

General Assembly resolutions

57/34	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
57/38	Cooperation between the United Nations and the Economic Cooperation Organization

Governing Council decisions

20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization subregion
22/21	Regional implementation of the programme of work of the United Nations Environment Programme

Subprogramme 6
Environmental conventions

General Assembly resolutions

58/212	Convention on Biological Diversity
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

Governing Council decisions

20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
21/8	Biosafety
21/9	Atmosphere
21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/2	Water
	III: Regional Seas Programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/3	Climate and atmosphere
	II: Intergovernmental Panel on Climate Change
22/11	Sustainable development of the Arctic

Subprogramme 7
Communication and public information

Governing Council decisions

22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environment issues
	III: Long-term strategy for sport and the environment

Programme 12

Human settlements

Overall orientation

12.1 Responsibility for human settlements is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for implementation of the programme. Under the overall development mission of reducing urban poverty and social exclusion, the goal of UN-Habitat is to improve the living and working environment in human settlements around the world. The main substantive mandate of UN-Habitat is derived from the United Nations Conference on Human Settlements (Habitat II), whose goals are adequate shelter for all and the development of sustainable human settlements in an urbanizing world. The mandate of the programme also derives from General Assembly resolutions 3327 (XXIX), by which the United Nations Habitat and Human Settlements Foundation was established, 32/162, by which the United Nations Centre for Human Settlements (Habitat) was established, and 56/206 of 21 December 2001, by which the United Nations Centre for Human Settlements (Habitat) was elevated to the United Nations Human Settlements Programme (UN-Habitat) under the intergovernmental guidance of a Governing Council, which reports to the Assembly through the Economic and Social Council. Important recent mandates derive from the Millennium Declaration goal of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and the target on water and sanitation of the Johannesburg Plan of Implementation. In addition, mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

12.2 World urban population is currently expanding at the rate of about 70 million people per year. It is estimated that most of these people will live in overcrowded urban slums where the main challenges are inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries has caused deterioration in shelter conditions for the urban poor while conflicts and disasters are compounding the daunting task of creating sustainable human settlements. Central to meeting the challenge of urban poverty is replacing policies that encourage social and physical exclusion with policies that recognize and respect the rights of all, especially women and people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living, for themselves and their families, including adequate food, clothing, housing, water and sanitation, and to the continuous improvement of living conditions. In consultation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and work of women in cities, especially those in low-income areas and slums.

12.3 The strategy of UN-Habitat in meeting its objectives rests upon four pillars that have been translated into the four UN-Habitat subprogrammes: (a) advocacy of agreed norms for improving the lives of slum-dwellers, using as vehicles the two campaigns on secure tenure and good urban governance (Subprogramme 1: Shelter and sustainable human settlements development); (b) information generation and knowledge management, without which there can be no assessment of progress in implementing the Habitat Agenda or understanding of either the extent and condition of the world's slums or the trends in slum formation and changes in the lives of slum-dwellers (Subprogramme 2: Monitoring the Habitat Agenda); (c) field operations that tie the advocacy function to a learning process whereby technical assistance and capacity-building projects are designed to test methods and concepts that may be scaled up and transferred and to provide feedback to policy makers at all levels (Subprogramme 3: Regional and technical cooperation); and (d) facilitating financing of housing, infrastructure and other development requirements that will improve the lives of slum-dwellers on a large scale (Subprogramme 4: Human settlements financing).

12.4 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries where sustainable human settlements are necessary for post-conflict and post-disaster recovery (e.g., Sierra Leone, Liberia, the Democratic Republic of the Congo, Sudan, Mozambique, Kosovo, Afghanistan and Iraq). UN-Habitat works directly with Governments and other Habitat Agenda partners in implementing its plan of work, including the following programmes and agencies, within their respective mandates: the Department of Economic and Social Affairs of the Secretariat, the Office of the United Nations High Commissioner for Human Rights, the Economic Commission for Africa, the Economic Commission for Europe, the Economic Commission for Latin America and the Caribbean, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the United Nations Development Programme, the United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Environment Programme, the Office of the United Nations High Commissioner for Refugees, the United Nations Relief and Works Agency for Palestine Refugees in the Near East, the Food and Agriculture Organization of the United Nations, the World Health Organization, the World Bank, the United Nations Industrial Development Organization, the Global Environment Facility, the Joint United Nations Programme on HIV/AIDS and the Office for the Coordination of Humanitarian Affairs.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved regulatory frameworks and capacities that provide: security of tenure, progressive realization of land, housing and property rights, and increased supply of higher quality affordable housing for the poor, including women and HIV/AIDS orphans, especially in slums	(a) (i) Increased number of governments and local authorities introducing and implementing slum upgrading policies in line with the Millennium Declaration target on slums (ii) Increased number of governments adopting regulatory frameworks for the progressive realization of land, housing and property rights, including women's property rights (iii) Increased number of governments adopting policies and procedures for more open and affordable housing and land markets (iv) Increased number of governments and local authorities introducing measures and policies to reduce forced evictions
(b) Improved capacity for delivering and managing affordable, reliable urban infrastructure and basic services, especially drinking water, sanitation, waste management and public transport	(b) (i) Increased number of cities implementing UN-Habitat-supported policies, strategies and programmes for increasing access of the urban poor to infrastructure (ii) Increased number of countries and cities implementing policies, strategies and programmes designed to increase access of the urban poor to more reliable drinking water and sanitation (iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient public and non-motorized transport
(c) Improved capacity for urban governance, including decentralization and subsidiarity, inclusiveness, stakeholder participation, partnership, transparency and accountability, citizenship, efficiency and effective local leadership	(c) Increased number of countries and cities introducing and implementing policies, legislation and action plans and strengthening institutional planning and management arrangements for promoting good urban governance

(d) Improved capacity for more environmentally sustainable urban developments that are safer and less prone to disaster and better able to manage post-conflict and post-disaster situations	(d) (i) Increased number of governments and cities working with UN-Habitat to promote environmentally sustainable urban development and safer cities (ii) Increased number of governments and cities undertaking management of post-conflict and post-disaster situations through programme agreements for human settlements' rehabilitation

Strategy

12.5 The responsibility for this subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division (Global Division). The subprogramme's main strategy will be global advocacy, focusing on two global campaigns: the Global Campaign for Secure Tenure and the Global Campaign on Urban Governance. The two campaigns will be aligned with efforts to implement the goals of the Millennium Declaration as set forth in resolution 55/2, particularly on achieving significant improvement in the lives of at least 100 million slum-dwellers by the year 2020 as well as reducing by half the proportion of people without access to safe drinking water by the year 2015. The campaigns will mobilize all Habitat Agenda partners in pursuit of these goals in order to achieve sustainable human settlements. There shall be an effort to enhance the global visibility of the campaigns.

12.6 The global programmes entailing normative, capacity-building and knowledge management activities on secure tenure, shelter and housing and property rights, urban environment, water and sanitation, shelter and HIV/AIDS, post-conflict and post-disaster management and safer cities will be carried out within the context of the campaigns, thereby assisting in translating normative work into practical real life processes at the national and community levels. Global programmes will, therefore, support national campaign launches and the implementation of national campaign action plans through the development of new policies and tools. The capacity at the national and local levels to contribute to planning, management and delivery of shelter, land, infrastructure and services will be supported by a dedicated capacity-building programme, at the request of Governments. A special feature of the strategy will be to focus on the role of women as active participants and beneficiaries in the efforts to improve shelter conditions and urban governance.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and Johannesburg Plan of Implementation on slums, safe drinking water and sanitation.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Expanded global systems for the collection, analysis, documentation and dissemination of data and information on human settlement conditions, trends, policies and practices	(a) (i) Increased number of national observatories producing improved data on human settlement (ii) Increased number of local urban observatories producing improved data on human settlement (iii) More members of the Habitat Agenda Global Research Network contributing to UN-Habitat flagship reports (iv) Greater number of active partners of the best practices and local leadership programme
(b) Enhanced capacity for mainstreaming gender, partnerships and youth concerns in human settlements activities	(b) (i) Increased number of human settlements programmes that mainstream gender (ii) Increased number of human settlements programmes that mainstream partnerships (iii) Increased number of human settlements programmes that mainstream youth concerns
(c) Better global awareness of sustainable human settlements issues	(c) (i) Increased number of scientific and media reviews of UN-Habitat flagship reports and other publications (ii) Increased number of visits to UN-Habitat electronic data on human settlements (iii) Increased number of orders for printed copies of UN-Habitat flagship reports

Strategy

12.7 The responsibility for the programme is vested in the Monitoring and Research Division (Urban Secretariat). The strategy consists of:

(a) Collecting, analysing, documenting and disseminating global data and information on human settlements conditions and trends, including indicators, best practices and policies, for assessing progress towards the attainment of the goals of the Habitat Agenda, as well as the goals of the United Nations Millennium Declaration as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation;

(b) Identifying, developing, testing, disseminating and mainstreaming new and innovative policies and strategies on urban planning, urban economic development, urban-rural development linkages, municipal and housing finance, urban poverty eradication and employment generation, gender and women's empowerment, partnerships and youth.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To strengthen the formulation and implementation of policies, strategies, and programmes and to develop capacities primarily at the national and local levels.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity to implement human settlements policies, strategies and programmes with special focus on reduction of urban poverty and response to disasters	(a) (i) Increased number of countries that strengthen their institutions' ability to develop strategies to reduce urban poverty (ii) Increased number of countries that strengthen their institutions' competence to respond to disasters
(b) Increased awareness of the global campaigns on secure tenure and urban governance, expanded knowledge of regional urban settlements management trends and development of policies to address these trends	(b) (i) Increased number of regional partners promoting the global campaigns on secure tenure and urban governance (ii) Increased number of regional partners participating in the analysis of best practices in settlements management (iii) Increased number of regional partners contributing towards the preparation of flagship reports
(c) Improved ability of UN-Habitat to respond to requests for technical assistance and policy advice at the national and local levels	(c) Increased number of countries benefiting from UN-Habitat technical cooperation activities

Strategy

12.8 Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles and examples of best practices and good policies built on experience gained through the two global campaigns — on secure tenure and on urban governance. The operational activities consist of policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. Women are expected to be active participants and beneficiaries of the programmes and projects implemented under this subprogramme including those aimed at mainstreaming gender issues and policies.

Subprogramme 4
Human settlements financing

Objective of the Organization: To facilitate mobilization of investments from international and domestic sources in support of adequate shelter, related infrastructure development programmes and housing finance institutions and mechanisms, particularly in developing countries and in countries with economies in transition.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened United Nations Habitat and Human Settlements Foundation as an effective institution for the mobilization of financial resources for pro-poor human settlements development, particularly in developing countries and countries with economies in transition	(a) Increased level of resources mobilized for pro-poor human settlements development
(b) Increased financial resources for human settlements development leveraged by the Foundation from domestic sources through strengthened domestic policies and mechanisms for financing housing and related infrastructure, particularly in developing countries and countries with economies in transition	(b) Increased number of countries working with the Foundation to strengthen policies and mechanisms for financing housing and related infrastructure
(c) Expanded partnerships and alliances between UN-Habitat and international and regional institutions to increase investments for improving human settlements for low-income people, particularly in developing countries and countries with economies in transition	(c) Increased number of partnerships and alliances formed and developed to increase investment allocations for improving human settlements

Strategy

12.9 The responsibility of this subprogramme is vested in the United Nations Habitat and Human Settlements Foundation (the Foundation). The strategy for implementing the objective includes:

(a) Strengthening the Foundation for more effective mobilization of resources, both from the public and private sectors, for shelter and related infrastructure in developing countries and in countries with economies in transition, with special focus on the needs of slum-dwellers and low-income groups and on the implementation of the Millennium Declaration target on slum upgrading;

(b) At the request of Governments, providing finance for the mobilization of seed capital and technical assistance to develop and support mechanisms for mobilizing domestic savings and capital in order to improve the availability of affordable housing, adequate shelter and infrastructure in developing countries and in countries with economies in transition; and

(c) Working with the World Bank Group, regional development banks, other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the financing institutions, and to mobilize finance from international sources to play a catalytic and preparatory role in leveraging domestic investment for slum upgrading and other pro-poor human settlements development.

Legislative mandates

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
54/232	Implementation of the first United Nations Decade for the Eradication of Poverty
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role, and functions of the United Nations Centre for Human Settlements (Habitat)
57/144	Follow-up to the outcome of the Millennium Summit
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
58/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
58/269	Strengthening of the United Nations: an agenda for further change

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration

2003/6	The role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2003/62	Coordinated implementation of the Habitat Agenda

Governing Council resolutions

18/4	Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme (subprogrammes 1 to 3)
19/2	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2004-2005
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/16	Women's role and rights in human settlements development and slum upgrading

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

16/7	The realization of the human right to adequate housing
17/10	Rural dimension of sustainable urban development
18/3	Global campaigns on secure tenure and urban governance
18/5	International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda
18/11	Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda
19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements

55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

17/10	Rural dimension of sustainable urban development
18/10	The role of local authorities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat

Subprogramme 3
Regional and technical cooperation

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation

Programme 13

International drug control, crime prevention and criminal justice

Overall orientation

13.1 In the United Nations Millennium Declaration the General Assembly established the achievement of sustainable development as an aim of the Organization. Sustainable development has many dimensions. It requires that the resources of the planet be shared so as to promote human dignity. It further requires good stewardship of those resources so that future generations may inherit a better world. It is also important to free individuals from the burden of "uncivil" behaviour in order to safeguard their survival, dignity and livelihood. This aspect is at the core of the work of the United Nations Office on Drugs and Crime (UNODC), which is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism in all its forms and manifestations. In the Millennium Declaration, Member States also resolved to intensify efforts to fight transnational crime in all its dimensions, to redouble the efforts to implement the commitment to counter the world drug problem and to take concerted action against international terrorism in all its forms and manifestations.

13.2 Actions against the world drug problem, global criminal activity and terrorism in all its forms and manifestations are a common and shared responsibility that must be addressed in a multilateral setting and require an integrated and balanced approach.

13.3 The policy directions of UNODC are grounded in: (a) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the universal legal instruments against terrorism in all its forms and manifestations; (b) the Millennium Declaration; (c) key resolutions of legislative organs, in particular General Assembly resolution 46/152 of 18 December 1991, establishing the crime prevention and criminal justice programme, and resolutions 45/179 of 21 December 1990 and 46/185 C of 20 December 1991 on the drug control programme; (d) the twentieth special session of the General Assembly on countering the world drug problem; and (e) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (General Assembly resolution 55/59, annex), the related plans of action (General Assembly resolution 56/261, annex) and the recommendations resulting from the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (to be held in Bangkok in April 2005).

13.4 The three pillars of the UNODC work programme are:

(a) Research and analytical work to increase knowledge and understanding of drug, crime and terrorism issues and to expand the evidence base for making policy and operational decisions;

(b) Normative work to assist States in the ratification and implementation of international treaties, the development of domestic legislation on drugs, crime and terrorism in all its forms and manifestations and the provision of secretariat and substantive services to the relevant treaty-based and governing bodies;

(c) Field-based technical cooperation projects, upon request, to enhance the capacity of Member States to counteract illicit drugs, crime and terrorism.

13.5 Globalization has created an environment where illicit drugs, crime and terrorism in all its forms and manifestations can flow easily across borders. The gains to be had from open trade and the free flow of public goods are offset, however, by the globalization of threats to the survival, dignity and livelihood of individuals. The interventions of UNODC are therefore designed to contribute to the following outcomes:

(a) Governments will be better equipped to fulfil and implement their obligations under the international treaties, in particular through effective judicial cooperation, prevention and countermeasures against illicit drug production, trafficking and abuse, human trafficking and other forms of organized crime, money-laundering, corruption and terrorism in all its forms and manifestations;

(b) Decisions by policy makers will be more evidence-based, relying on more extensive and intensive knowledge of issues related to illicit drugs, crime and terrorism;

(c) Civil society and public opinion will be more firmly committed to action against the illicit drug and crime problems, relying on greater awareness and understanding of the issues.

13.6 In pursuing its objectives, UNODC will make every effort to integrate and mainstream the gender perspective, particularly in its projects on prevention, the provision of alternative livelihoods and human trafficking.

Subprogramme 1
Research, analysis and advocacy

Objective of the Organization: To increase knowledge and understanding of drug, crime and terrorism issues and to increase support for the prevention and reduction of illicit drugs, crime and terrorism.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased use of the evidence base by the international community to counteract drug, crime and terrorism problems	(a) (i) Increased use and number of citations of UNODC publications, technical reports and statistics
	(ii) Increased number of page views and downloads from the web site
(b) Increased assistance to Member States aimed at improving the quality of forensic laboratories for drug analysis at the national level	(b) Increased number of countries assisted by the United Nations Office on Drugs and Crime, upon request, establishing or strengthening operational capacity to enable forensic laboratories to provide scientific support to national authorities in drug-related cases
(c) Increased support for national drug control, crime prevention and criminal justice activities	(c) (i) Increased number of partnership and funding agreements with Governments, foundations, non-governmental organizations and private sector entities
	(ii) Increased number of joint programmes with partner organizations
(d) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations as well as the relevant United Nations standards and norms in crime prevention and criminal justice	(d) (i) Number of visitors to the web site
	(ii) Number of stations that broadcast information on drugs, crime and terrorism
(e) Increased gathering and analysis of data on drug, crime and terrorism problems by the Secretariat with a view to enhancing the evidence base for use in programmes and activities of the United Nations Office on Drugs and Crime and by the international community	(e) Increased availability and use of sound, evidence-based data to support work against drug, crime and terrorism problems

Strategy

13.7 The Division for Policy Analysis and Public Affairs is responsible for the subprogramme. The strategy for achieving the objective will include the following main elements: (a) providing timely and accurate statistics and analyses of the world drug and crime problems; (b) expanding the evidence base for policy-making; (c) providing drug testing and forensic expert services; (d) evaluating projects, programmes and the impact of interventions; (e) developing strategic planning and analysis; (f) achieving a better balance between prevention and enforcement in programme planning and project development; (g) conducting policy dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources; (h) reaching out to civil society, non-governmental organizations and international media; (i) carrying out targeted advocacy and communication activities, with emphasis on the media; and (j) coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

Subprogramme 2
Services for policy-making and treaty adherence

Objective of the Organization: To facilitate policy-making on issues related to drug control, crime and terrorism in all its forms and manifestations and the ratification of and compliance with related treaties, conventions and international legal instruments, in particular the new conventions against corruption and transnational organized crime and the protocols to the latter, as well as the application of United Nations standards and norms in crime prevention and criminal justice.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice and the Conferences of States Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force, as well as for the implementation of the work of the International Narcotics Control Board	(a) (i) Percentage of members of the extended bureaux of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice and the Conferences of States Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force, expressing satisfaction, on a scale of 1 to 5, with the technical and substantive support provided by the Secretariat
	(ii) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive secretariat services provided to the Board
	(iii) Percentage of reports presented on time to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
	(iv) Percentage of members of intergovernmental bodies expressing full satisfaction with the quality and timeliness of substantive secretariat services provided to them
(b) Increased accessions to and implementation of the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and its Protocols and the international legal instruments against terrorism in all its forms and manifestations	(b) (i) Number of Member States signing or ratifying and implementing the United Nations Convention against Corruption, drawing on the assistance of the United Nations Office on Drugs and Crime

	(ii) Number of Member States signing or ratifying and implementing the United Nations Convention against Transnational Organized Crime and its Protocols, drawing on the assistance of the United Nations Office on Drugs and Crime (iii) Number of Member States signing or ratifying and implementing the universal legal instruments against terrorism in all its forms and manifestations, drawing on the assistance of the United Nations Office on Drugs and Crime
(c) Enhanced capacity of Member States to comply with the provisions of treaties and conventions on drugs, crime and the prevention of terrorism in all its forms and manifestations as well as to apply United Nations standards and norms in crime prevention and criminal justice	(c) Number of countries that comply with an increased number of provisions of treaties and conventions on drugs, crime and the prevention of terrorism in all its forms and manifestations as compared with their level of compliance at the beginning of the biennium
(d) Strengthened judicial cooperation among countries, especially in matters involving extradition and mutual legal assistance	(d) Increased number of countries entering into and making use of bilateral and multilateral agreements for extradition and mutual legal assistance

Strategy

13.8 The Division for Treaty Affairs is responsible for the subprogramme. The objective will be achieved by pursuing a multi-pronged strategy consisting mainly of: (a) promoting the ratification and implementation of the treaties and conventions on drugs, crime and terrorism in all its forms and manifestations, especially by providing legal advisory, legislative and related institutional capacity-building support services and training; (b) strengthening the legal regime against terrorism in all its forms and manifestations and cooperating closely with the Counter-Terrorism Committee of the Security Council; (c) promoting judicial cooperation among countries, especially in the areas of extradition and mutual legal assistance; (d) performing secretariat functions for the Conferences of the Parties to the United Nations Convention against Corruption and the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force; (e) providing technical and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the United Nations crime congresses, the Economic and Social Council and the General Assembly; (f) assisting the International Narcotics Control Board to monitor and foster compliance by Governments with the international drug control treaties; and (g) coordinating and collaborating with other relevant actors, especially the institutes comprising the United Nations Crime Prevention and Criminal Justice network.

Subprogramme 3
Technical assistance and advice

Objective of the Organization: To sustainably reduce drug abuse, illicit drug production and drug trafficking, trafficking in human beings, money-laundering, corruption, terrorism in all its forms and manifestations and other forms of transnational crime, and to assist Member States, upon request, with the prevention and treatment of drug abuse and with domestic criminal justice issues, including criminal justice reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of Member States to deliver policies, strategies and actions in line with the drug control conventions and the Political Declaration adopted by the General Assembly at its twentieth special session devoted to countering the world drug problem in the six key areas of: drug demand reduction; the production, trafficking and abuse of amphetamines; the control of precursors; judicial cooperation; money-laundering; and the elimination of illicit crops	(a) (i) Increased number of countries delivering action-oriented demand reduction strategies aimed at achieving significant and measurable results in the reduction of drug abuse (ii) Increased number of countries making use of the agreed cooperation mechanisms, legal instruments and modern investigative techniques to curb drug production and trafficking and related crimes (iii) Increased number of countries applying effective and sustainable illicit crop elimination strategies (iv) Increased number of countries reporting specific responses in precursor control, including cooperation in the international operations against the diversion of precursor chemicals for the production of illicit drugs (v) Increased number of concerned countries providing alternative development assistance to farmers in need (vi) Increased number of countries with: a. Legislation that criminalizes the laundering of proceeds from all serious crimes b. Measures necessary to enable the authorities to identify, trace and freeze or seize the proceeds of crime c. An effective financial and regulatory regime that can deny criminals access to the proceeds of their crime

(b) Strengthened capacity of Governments to reduce the main forms of transnational organized crime, including drug trafficking, human trafficking and money-laundering, within the framework of the mandate of the United Nations Office on Drugs and Crime	(b) (i) Increased number of countries with national action plans to combat different forms of organized crime (ii) Increased number of countries with task forces to implement the action plans (iii) Increased number of countries fully complying with the international norms and contributing to the fight against all forms of transnational organized crime at the regional level (iv) Increased number of countries with established specialized anti-organized crime and anti-human trafficking units (v) Increased number of countries with provisions for the forfeiture/confiscation of assets and the protection of victims and witnesses
(c) Strengthened capacity of Governments to reduce the main forms of corruption, within the framework of the mandate of the United Nations Office on Drugs and Crime	(c) (i) Increased number of countries that have mechanisms for the recovery/return of assets (ii) Increased number of countries establishing anti-corruption agencies or units (iii) Increased number of countries implementing the Convention against Corruption (iv) Increased number of countries implementing key elements of the United Nations Convention against Corruption
(d) Strengthened capacity of Member States requesting assistance to implement the universal conventions and protocols related to terrorism	(d) Increased number of countries implementing the universal conventions and protocols related to terrorism
(e) Strengthened capacity of Governments requesting assistance to pursue criminal justice reform in accordance with the United Nations standards and norms in crime prevention and criminal justice	(e) Increased number of countries applying United Nations standards and norms in crime prevention and criminal justice

Strategy

13.9 The Division for Operations is responsible for the subprogramme. The strategy for achieving the objective will include: the timely analysis of trends and the identification of emerging regional and global issues; the development and dissemination of best practices through pilot testing of new approaches and measures and desk research and publication of manuals and tool kits; the enhancement of national judicial systems; and the provision of assistance to Member States, upon request, in fulfilment of their international commitments through technical cooperation, including training, advisory services and equipment, focusing in particular on capacity-building in drug control and crime prevention, with special attention to the impact of drug- and crime-related problems on the population.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

Convention on Offences and Certain Other Acts Committed on Board Aircraft (1963)

Convention for the Suppression of Unlawful Seizure of Aircraft (1970)

Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1971)

Convention on Psychotropic Substances of 1971

Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons (1973)

International Convention against the Taking of Hostages (1979)

Convention on the Physical Protection of Nuclear Material (1980)

Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation, supplementary to the Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1988)

Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation (1988)

Protocol for the Suppression of Unlawful Acts against the Safety of Fixed Platforms Located on the Continental Shelf (1988)

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on the Marking of Plastic Explosives for the Purpose of Detection (1991)

International Convention for the Suppression of Terrorist Bombings (1997)

International Convention for the Suppression of the Financing of Terrorism (1999)

United Nations Convention against Transnational Organized Crime and its three Protocols (2000 and 2001)

United Nations Convention against Corruption (2003)

General Assembly resolutions

46/152	Creation of an effective United Nations crime prevention and criminal justice programme
51/59	Action against corruption
51/60	United Nations Declaration on Crime and Public Security
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions

52/86	Crime prevention and criminal justice measures to eliminate violence against women
S-20/2	Political Declaration
S-20/3	Declaration on the Guiding Principles of Drug Demand Reduction
S-20/4	Measures to enhance international cooperation to counter the world drug problem
53/112	Mutual assistance and international cooperation in criminal matters
55/2	United Nations Millennium Declaration
55/25	United Nations Convention against Transnational Organized Crime
55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, Supplementing the United Nations Convention against Transnational Organized Crime
S-26/2	Declaration of Commitment on HIV/AIDS
56/95	Follow-up to the outcome of the Millennium Summit
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/174	International cooperation against the world drug problem
58/4	United Nations Convention against Corruption
58/135	International cooperation in the fight against transnational organized crime: assistance to States in capacity-building with a view to facilitating the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
58/136	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention
58/137	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
58/138	Preparations for the Eleventh United Nations Congress on Crime Prevention and Criminal Justice
58/139	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

58/140	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
58/141	International cooperation against the world drug problem
58/205	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets to the countries of origin

Security Council resolutions

1373 (2001)	Measures to eliminate international terrorism
1377 (2001)	Declaration on the global effort to combat terrorism
1456 (2003)	Declaration on the issue of combating terrorism

Economic and Social Council resolutions

1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1997/27	Strengthening the United Nations Crime Prevention and Criminal Justice Programme with regard to the development of crime statistics and the operations of criminal justice systems
1999/24	Action to promote cooperation and the functioning of the clearing house on international projects in the field of crime prevention and criminal justice
1999/25	Effective crime prevention
1999/27	Penal reform
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/11	Action to promote effective community-based crime prevention
2001/12	Illicit trafficking in protected species of wild flora and fauna
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/13	Action to promote effective crime prevention
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/26	Prevention of urban crime

2003/27	Illicit trafficking in protected species of wild flora and fauna
2003/28	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
2003/29	Prevention of crimes that infringe on the cultural heritage of peoples in the form of movable property
2003/30	United Nations standards and norms in crime prevention and criminal justice
2003/31	Functioning of the Commission on Crime Prevention and Criminal Justice

Commission on Narcotic Drugs resolutions

42/4	Guidelines for reporting by Governments on the implementation of the Global Programme of Action and on the progress achieved in meeting the goals and targets for the years 2003 and 2008, as set out in the Political Declaration adopted by the General Assembly at its twentieth special session
43/2	Follow-up to the Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction
43/3	Enhancing assistance to drug abusers
43/6	Illicit cultivation
43/9	Control of precursor chemicals
43/10	Promotion of regional and international cooperation in the fight against the illicit manufacture, trafficking and consumption of synthetic drugs, in particular amphetamine-type stimulants
44/2	First biennial report of the Executive Director on the progress achieved by Governments in meeting the goals and targets for the years 2003 and 2008 set out in the Political Declaration adopted by the General Assembly at its twentieth special session, devoted to countering the world drug problem together
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed
45/1	Human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse
45/13	Optimizing systems for collecting information and identifying the best practices to counter the demand for illicit drugs
45/14	The role of alternative development in drug control and development cooperation
46/1	Renewing emphasis on demand reduction prevention and treatment efforts in compliance with the international drug control treaties
46/2	Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse

Commission on Narcotic Drugs

Joint Ministerial Statement and further measures to implement the action plans emanating from the twentieth special session of the General Assembly, adopted at the ministerial segment of the forty-sixth session of the Commission on Narcotic Drugs, held on 16 and 17 April 2003

Commission on Crime Prevention and Criminal Justice resolutions

1/1 Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme

4/1 Succession of States in respect of international treaties on combating various manifestations of crime

7/1 Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme

9/1 Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme

Programme 14

Economic and social development in Africa

Overall orientation

14.1 The overall objective of the programme is to enhance the capacity of African member States and their development organizations to formulate and implement appropriate policies and programmes for accelerated and sustained growth for poverty reduction, in line with the goals and priorities of the New Partnership for Africa's Development (NEPAD) and the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.

14.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV) of 29 April 1958, by which the Council established the Economic Commission for Africa. This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX) and 809 (XXXI) of the Economic Commission for Africa.

14.3 African countries have made significant progress in economic and social development in recent years. Nevertheless, the rate of poverty remains intolerably high and it is not likely that the continent will attain Millennium Development Goal 1 of reducing poverty by half by 2015 at current rates of growth. Therefore, poverty reduction has emerged as the major challenge and ultimate goal of every development intervention in Africa.

14.4 In order to address the overall long-term challenge of poverty reduction in Africa, there are several related challenges of a medium-term nature, requiring immediate and compelling action. Key among these are:

(a) Achieving higher, sustained and equitable economic growth;

(b) Investing in the social sector to target and reach the poor, including through education, health and employment programmes;

(c) Improving stewardship of environmental and ecological resources for sustainable development, including enhancing agricultural productivity;

(d) Improving governance systems to strengthen state capacity; bridging the digital divide; and harnessing information and communication technologies for development;

(e) Accelerating regional integration and cooperation, with particular emphasis on infrastructure development, in order to increase market size;

(f) Mainstreaming trade policy into national development strategies; achieving structural diversification; and enhancing competitiveness;

(g) Ensuring gender equality and addressing the gender perspective of poverty; and building and strengthening human and institutional capacities for addressing development priorities.

14.5 The Economic Commission for Africa will respond to these challenges by implementing activities in eight interdependent and complementary subprogramme areas. Under each of the subprogrammes, particular attention will be given to supporting member States in attaining the goals of NEPAD and the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. As a follow-up to the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010, which included landlocked developing countries and small island developing States, the programme will also give particular attention to addressing the special needs of this category of countries and accelerating their social and economic development.

14.6 Vigorous action to address the challenge of HIV/AIDS will be an essential component of the work of the Economic Commission for Africa during 2006-2007. This will build on the research and analytical policy work currently being undertaken within the context of the Commission on HIV/AIDS and Governance in Africa, established by the Secretary-General in February 2003 and chaired by the Executive Secretary of the Commission, in order to heighten international awareness of the development impact of the disease and to encourage appropriate policy responses. It will also continue to respond to the mandates provided in the African Consensus and Plan of Action: Leadership to Overcome HIV/AIDS, adopted by the African Development Forum in March 2000; the Abuja Declaration on HIV/AIDS, Tuberculosis and Other Related Infectious Diseases, adopted at a special summit of the Organization of African Unity in 2001; and the Declaration of Commitment on HIV/AIDS, adopted by the General Assembly at its twenty-sixth special session in 2001.

14.7 The modalities for action will include: advocacy and policy analysis and monitoring and tracking of Africa's progress in various areas of development; convening stakeholders and building consensus on key issues in Africa's development through forums such as the annual Conferences of African Ministers organized by the Commission, the African Development Forum and the "Big Table" meeting; and providing technical assistance and capacity-building support in the form of advisory services and training of African policy makers. The Commission will continue to build on its existing partnerships with other United Nations agencies as well as with African regional and subregional organizations, civil society and the private sector, leveraging its comparative advantage to achieve the above objectives.

14.8 To ensure system-wide coherence, the Economic Commission for Africa will undertake its work in close cooperation and coordination with other United Nations entities, including the Bretton Woods institutions and the World Trade Organization. As an active member of the Executive Committee on Economic and Social Affairs, the Commission will devote attention to clarification of the roles and responsibilities of global and regional bodies with regard to follow-up on internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The Commission will continue to collaborate with regional and national organizations as well as civil society and the private sector.

Subprogramme 1
Facilitating economic and social policy analysis

Objective of the Organization: To achieve greater and sustained economic growth for poverty reduction and sustainable development in Africa.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of member States to design, implement and monitor pro-poor development policies consistent with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992 and the priorities of NEPAD	(a) (i) Increased number of countries and regional organizations able to design and implement sound policies and programmes for achieving higher growth and poverty reduction
	(ii) Increased number of countries with poverty reduction strategy papers reflecting a deeper assessment of poverty and growth issues
	(iii) Increased number of policies, instruments and initiatives for prudent fiscal and debt management and resource mobilization
(b) Enhancement of the statistical capacities of African countries for better economic management and tracking progress towards the achievement of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992	(b) Increased number of policies and programmes for statistical development and management of African countries established by national statistical offices that have been implemented for tracking progress towards the achievement of internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of the major United Nations conferences and international agreements since 1992

Strategy

14.9 The responsibility for implementing this subprogramme lies with the Economic and Social Policy Division. The strategy will focus on the following four priority areas: (a) tracking regional and country economic performance in order to provide timely and accurate information, analysis and options for short-term policy design and for other nationally owned development programmes in the context of implementation of the objectives of poverty reduction strategy papers; (b) strengthening poverty reduction strategies, including programmes to empower the poor and to improve the delivery of basic social services targeted at the most vulnerable and disadvantaged groups; (c) promoting measures to enhance financial resource mobilization for development, including reduction of debt to sustainable levels, promoting mutual accountability and aid effectiveness; and (d) strengthening statistical capacity for gathering quality data for effective monitoring and evaluation and for tracking progress towards the achievement of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The strategy will also include research, advocacy and policy analyses on emerging issues, including an examination of the implications of HIV/AIDS, tuberculosis, malaria and other related infectious diseases on the development process. Technical assistance, with focus on strengthening national capacities for economic and social policy formulation and implementation, will be provided to member States, at their request, with particular attention to the least developed countries, landlocked developing countries and small island developing States.

Subprogramme 2
Fostering sustainable development

Objective of the Organization: To better manage the nexus of food security, population, human settlements, natural resources and the environment.

Expected accomplishments of the Secretariat	*Indicators of achievement*
Improved national capacity for formulating and implementing effective policies and programmes in the areas of agriculture and food security; science and technology; population; human settlements; and natural resources and the environment, consistent with the goals set in the United Nations Millennium Declaration and the relevant provisions of the Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development	(i) Increased number of policies and programmes formulated for achieving sustainable development in Africa (ii) Increased number of African countries incorporating the nexus issues in national policy frameworks and development programmes

Strategy

14.10 The responsibility for implementing this subprogramme lies with the Sustainable Development Division. In response to the urgent sustainable development challenges in Africa identified in the Johannesburg Plan of Implementation, adopted at the World Summit on Sustainable Development, and in the NEPAD framework, the subprogramme's strategy will focus on the following priorities:

(a) Strengthening capacities of member States in designing institutional arrangements, policies and programmes to reinforce the linkages among the nexus of food security, population growth and environmental sustainability, including support for regional programmes and partnerships for addressing challenges arising from rapid population growth and HIV/AIDS, natural resources and environmental degradation, low agricultural productivity and food insecurity, using an interdisciplinary and cross-sectoral approach;

(b) Strengthening integrated natural resources development and management, including land, mineral, energy and water resources, for the achievement of sustainable development and poverty reduction;

(c) Contributing to development of human and institutional capacities of member States for harnessing science and technology, including biotechnology, supporting innovation and promoting awareness of the effective utilization of science and technology to achieve food security and sustainable development;

(d) Monitoring and assessing progress in the implementation of the outcomes of the World Summit on Sustainable Development and the commitments on sustainable development under NEPAD in order to improve the quality and impact of information for policy-making.

14.11 In addressing these challenges, the activities to be undertaken will include a combination of research, policy analysis and advocacy, institution-building, training, knowledge networking, sharing of information and experiences, dissemination of best practices, provision of technical assistance, including advisory services to member States and their institutions, and organization of regional implementation meetings for follow-up of the World Summit on Sustainable Development.

Subprogramme 3
Strengthening development management

Objective of the Organization: To improve good governance practices for establishing an enabling environment for all sectors of society to participate in the development process and consolidate the foundations for sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacities of African countries to formulate policies and programmes to strengthen institutions of governance	(a) Increased number of policies and programmes that have been established for strengthening institutions of governance
(b) Improved legislative and policy environment for ensuring greater participation of stakeholders in the development process	(b) Increased number of policy frameworks and programmes established for increasing greater stakeholder participation

Strategy

14.12 The responsibility for this subprogramme lies with the Development Policy and Management Division. The subprogramme will focus on:

(a) Identifying capacity gaps in key areas of governance and promoting policies and measures for improvement, promoting peer learning and disseminating best practices on governance reforms and practices in the context of the African Peer Review Mechanism of NEPAD;

(b) Providing technical assistance in the form of training to strengthen the institutional, organizational and administrative capacity of the public sector for financial management and accountability;

(c) Promoting public-private partnerships to support private sector development and create an enabling environment for private sector-led growth and development.

The strategy will also include field work and country-level research in collaboration with other institutions to develop performance indicators for measuring progress towards good governance, covering the three dimensions of governance, namely, political governance, economic and corporate governance and institutional effectiveness.

Subprogramme 4
Harnessing information for development

Objective of the Organization: To further strengthen the African information society so as to better address the continent's development challenges.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of African countries to formulate, implement, coordinate and evaluate policies and strategies for information for development	(a) (i) Increased number of countries that made progress in information policy formulation and implementation
	(ii) Increased number of regional agreements and initiatives relating to information for development
(b) Improved availability and use of information for development at the national, regional and subregional levels	(b) (i) Increased number of information and knowledge resources and services developed at the national, regional and subregional levels
	(ii) Increase in the variety of information society actors at the national, regional and subregional levels (including the private sector and civil society)

Strategy

14.13 The responsibility for implementing this subprogramme lies with the Development Information Services Division. The strategy to be undertaken includes:

(a) Providing assistance to member States in strengthening the enabling environment in order to sustain the African information society; and providing support in research on emerging information-related issues, which will have significant impact on the course of development in Africa;

(b) Strengthening capacity in the use of information and knowledge for development, including evaluation and benchmarking to monitor progress and identify gaps to be addressed to ensure a balanced and sustainable growth of the African information society. The activities will also focus on information and communications technology and the development of library services and geographical information resources;

(c) Supporting policy dialogue for sharing experiences, best practices on policies and strategies for fostering the information society and the application of information and communications technology in key social and economic sectors, such as health and education, especially for the empowerment of marginalized groups.

Issues to be addressed will include access, connectivity, policy and regulatory frameworks, e-government, e-commerce, and development of local content. These issues will be based on global and regional orientations and, in particular, on the outcome of the second World Summit on the Information Society, to be held in 2005. Assistance will be also provided to strengthen the role of traditional means of communication for disseminating information to local communities.

Subprogramme 5
Promoting trade and regional integration

Objective of the Organization: To accelerate the effective integration of member States in the global economy and strengthen the process of regional integration in Africa through promoting intraregional and international trade as well as physical integration, with particular emphasis on the transport and communications sector.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of African countries to participate effectively in bilateral and multilateral trade negotiations	(a) Increased number of African countries adopting better-informed positions on trade-related issues and issues concerning the World Trade Organization
(b) Strengthened national capacity for policy-making in the areas of trade for development and regional integration	(b) Increased number of countries harmonizing their national policies towards achieving regional integration in accordance with the adopted conventions and protocols
(c) Increased national capacity to adopt policies and programmes for rationalizing and streamlining the regional economic communities and other institutions of regional integration in Africa	(c) Increased number of policies and programmes aimed at rationalization and increase of regional trade

Strategy

14.14 The responsibility for this subprogramme lies with the Trade and Regional Integration Division. The following strategy will be pursued:

(a) In the area of trade and cooperation, the efforts will focus on conducting in-depth policy and analytical studies on trade-related issues; promoting intra-African trade; mainstreaming trade into national development policies and programmes; addressing issues related to the World Trade Organization and the trade negotiations between the African, Caribbean and Pacific Group of States and the European Union; the implementation of a comprehensive trade-related capacity-building, research and training programme for Africa through the Africa Trade Policy Centre, recently established by the Commission; and the provision of advisory services and technical support to African Governments to enable them to participate effectively in the process of trade negotiations of the World Trade Organization;

(b) In the area of policy and institutional aspects of regional cooperation and integration, particular attention will be given to assisting member States, the African Union and the regional economic communities in identifying opportunities and challenges at the regional and global levels. This will include enhanced support for the strengthening of sectoral integration at the regional level and continent-wide in the fields of trade, industry, agriculture, money and finance, transport and communications, as well as support for the regional economic communities integrating their programmes with the objectives and programme for the establishment of the African Economic Community. Performance indicators for tracking progress towards regional integration at the regional and subregional levels will be also developed;

(c) In the area of transport and communications, support will be provided to infrastructure component of NEPAD, including support to member States in integrating the new air transport policy into their national transport programmes and monitoring progress in the implementation of the Yamoussoukro Declaration on the Liberalization of the Air Transport Market Access in Africa of 1999, known as the Yamoussoukro Decision.

Subprogramme 6
Promoting the advancement of women

Objective of the Organization: To mainstream a gender perspective in national development policies and programmes, including budgetary processes, in order to achieve the goals of gender equality, more efficient use of resources and poverty reduction contained in various global and regional programmes of action.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to formulate and implement gender-sensitive policies and programmes for accelerating progress towards gender equality and reducing poverty	(a) Increased number of member States adopting and utilizing policy options for mainstreaming gender into national policies and programmes
(b) Enhanced capacity of policy makers and other stakeholders in the use of tools and methodologies for ensuring gender-responsive policies and programmes	(b) Increased number of countries adopting tools and methodologies for the development of gender-responsive policies and programmes

Strategy

14.15 The responsibility for this subprogramme lies with the African Centre for Gender and Development. The subprogramme will be implemented by pursuing the following strategy:

(a) Supporting research and analysis aimed at refining instruments for mainstreaming a gender perspective into development policies and programmes;

(b) Promoting the advancement of women in the economic and social development process through training, research, awareness-raising and dissemination of information, with a view to strengthening the capacity of policy makers and other stakeholders in gender mainstreaming;

(c) Ensuring that gender issues are adequately reflected and addressed in regional intergovernmental forums or conferences related to poverty reduction, public expenditure, regional integration, enterprise development, governance, conflict resolution and peace processes;

(d) Monitoring the implementation of regional and global plans of action, in particular the Beijing Declaration and Platform for Action, adopted by the Fourth

World Conference on Women (Beijing, 1995), and the African common position for the advancement of women; monitoring and measuring the progress and effectiveness of policies aimed at minimizing and eliminating gender inequality with the African Gender and Development Index; providing technical assistance to member States in the implementation of programmes of action and conventions on the advancement of women in Africa; and promoting the legal status of women and raising awareness of international and national human rights instruments.

Subprogramme 7
Supporting subregional activities for development

Objective of the Organization: To harmonize national policies in various sectors in support of integration efforts at the subregional level within the overall framework of the African Union and the regional economic communities in addressing problems and challenges that are specific to the subregion.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to formulate and harmonize macroeconomic and sectoral policies at the national and subregional levels, particularly in the areas of trade, infrastructure, human capacity development, gender mainstreaming, agriculture, food security and the environment	(a) Increased number of common policy measures and institutional arrangements adopted and implemented by member States in the respective subregions
(b) Strengthened human and institutional capacities of regional economic communities and other intergovernmental organizations to coordinate and monitor the implementation of regional and subregional programmes, including NEPAD	(b) Increased number of regional economic communities and intergovernmental organizations adopting and implementing strategic plans and programmes

Strategy

14.16 The responsibility for implementing this subprogramme lies with the five subregional offices of the Economic Commission for Africa located at: Tangiers for North Africa; Niamey for West Africa; Yaoundé for Central Africa; Kigali for East Africa; and Lusaka for Southern Africa. These offices provide the subregional dimension to the work of the Commission by identifying, defining, developing and implementing regional and globally agreed initiatives or strategies that are integral to its overall vision and mandate and that enhance cooperation and integration, facilitate networking and information exchange between public sector, civil society and private sector development partners, provide technical support for institution-building and policy reforms in support of the African Development Forum process as well as other frameworks established by the subregional economic communities and the African Union. Activities to be undertaken comprise technical assistance in the form of workshops, training, data collection and knowledge-sharing on a variety of development issues, including common policy measures, in particular with respect to high-impact activities of a subregional nature, such as combating

HIV/AIDS, gender mainstreaming, information and communication technologies for development and post-conflict reconstruction and development. Support will be provided to member States and the regional economic communities in translating the priorities and objectives of NEPAD into concrete projects and programmes at the country level.

Subprogramme 8
Development planning and administration

Objective of the Organization: To enhance national capacity for the formulation and implementation of development policies and economic management.

Expected accomplishment of the Secretariat	*Indicator of achievement*
Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in member States	Increased number of national experts able to develop policy instruments using analysis, methods and tools learned through the courses and advocacy papers of the African Institute for Economic Development and Planning

Strategy

14.17 The responsibility for the subprogramme lies with the African Institute for Economic Development and Planning. The key elements of the strategy for pursuing the objective of the subprogramme include organizing diploma and certificate programmes to equip mid-career and senior officials from the public and private sectors of member States with the skills to respond to present and emerging development policy challenges in Africa. In doing so, particular attention will be paid to enhancing skills aimed at developing an analytical framework for strategic economic planning and management; and formulating policies to deepen understanding of trade, regional integration and globalization issues. Technical advisory services will be provided to subregional economic groupings. The Institute will maintain effective partnerships with African regional organizations, United Nations agencies and other multilateral and bilateral donors in support of capacity-building and Africa's development.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
55/218	Cooperation between the United Nations and the Organization of African Unity
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/274	Role of the United Nations in promoting development in the context of globalization and interdependence
58/172	The right to development
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/233	New Partnership for Africa's Development: progress in implementation and international support

Economic and Social Council resolutions

2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2001/21	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Africa resolutions

837 (XXXIV)	Development of the African Initiative
838 (XXXV)	Proposed revisions to the medium-term plan of the Economic Commission for Africa for the period 2002-2005
841 (XXXVI)	Programme of work and priorities for the biennium 2004-2005: ministerial statement

Subprogramme 1
Facilitating economic and social policy analysis

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/202	International financial system and development
58/203	External debt crisis and development
58/207	Human resources development
58/213	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/221	Programme of Action for the International Year of Microcredit, 2005
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence
58/228	Third United Nations Conference on the Least Developed Countries
58/230	Follow-up and implementation of the outcome of the International Conference on Financing for Development
58/236	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
58/237	2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa

Economic and Social Council resolutions

1993/5	1993 System of National Accounts
2003/13	National and international cooperation for social development: implementation of the social objectives of the New Partnership for Africa's Development
2003/17	Programme of Action for the Least Developed Countries

Economic Commission for Africa resolutions

790 (XXIX)	Capacity-building for statistical development in Africa
798 (XXX)	Promotion of private investment in Africa

799 (XXX)	Promoting human development in Africa
815 (XXXI)	Mobilization of resources for industrialization in Africa
831 (XXXIII)	*Economic Report on Africa 1999*
832 (XXXIII)	HIV/AIDS in Africa
837 (XXXIV)	Development of the African Initiative
840 (XXXV)	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

Subprogramme 2
Fostering sustainable development

General Assembly resolutions

50/102	United Nations system support for science and technology in Africa
50/126	Water supply and sanitation
53/183	Implementation of the Programme of Action of the International Conference on Population and Development
54/214	Conservation of and sustainable development of Central African forest ecosystems
57/271	World Food Summit: five years later
58/200	Science and technology for development
58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/211	International Year of Deserts and Desertification, 2006
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

Economic Commission for Africa resolutions

744 (XXVIII)	African strategies for the implementation of Agenda 21
748 (XXVIII)	Population, family and sustainable development
800 (XXX)	Strategy and action plan for water resources assessment, development and management in Africa
801 (XXX)	Food security and self-sufficiency in Africa
817 (XXXI)	African Regional Conference on Science and Technology

818 (XXXI)	Promotion of mineral resources development and utilization in Africa
819 (XXXI)	Promotion of energy resources development and utilization in Africa
837 (XXXIV)	Development of the African Initiative

Subprogramme 3
Strengthening development management

General Assembly resolutions

54/227	Cooperation between the United Nations and the Southern African Development Community
56/187	Second Industrial Development Decade for Africa (1993-2002)
57/243	Industrial development cooperation
58/220	Economic and technical cooperation among developing countries
58/231	Public administration and development

Economic Commission for Africa resolutions

837 (XXXIV)	Development of the African Initiative

Subprogramme 4
Harnessing information for development

General Assembly resolutions

57/238	World Summit on the Information Society

Economic and Social Council resolutions

1993/5	1993 System of National Accounts
1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development
2003/19	World Summit on the Information Society

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
790 (XXIX)	Capacity-building for statistical development in Africa
795 (XXX)	Building Africa's information highway

812 (XXXI)	Implementation of the African Information Society Initiative
837 (XXXIV)	Development of the African Initiative

Subprogramme 5
Promoting trade and regional integration

General Assembly resolutions

56/48	Cooperation between the United Nations and the Organization of African Unity
56/185	Business and development
58/197	International trade and development
58/220	Economic and technical cooperation among developing countries
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence
58/235	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Economic Commission for Africa resolutions

783 (XXIX)	The Uruguay Round of Multilateral Trade Negotiations
784 (XXIX)	Africa and the crises in international commodity agreements
786 (XXIX)	Strategies for revitalization, recovery and growth of Africa's trade in the 1990s and beyond
804 (XXX)	Implementation of phase II of the programme for the second United Nations Transport and Communications Decade in Africa (UNTACDA II)
821 (XXXI)	Eight-year intra-Africa trade development action plan
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
827 (XXXII)	Rationalization and harmonization of ECA-sponsored institutions
837 (XXXIV)	Development of the African Initiative

Subprogramme 6
Promoting the advancement of women

General Assembly resolutions

58/142	Women and political participation
58/146	Improvement of the situation of women in rural areas

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development

Economic and Social Council resolutions

2003/49	Mainstreaming the gender perspective into all policies and programmes of the United Nations system

Economic Commission for Africa resolutions

802 (XXX)	African Platform for Action: African common position for the advancement of women
803 (XXX)	Resource mobilization for the implementation of the Platform for Action (1995)
824 (XXXI)	Follow-up to the Dakar and Beijing conferences: implementation of the global and regional platforms for action for the advancement of women (1996)
837 (XXXIV)	Development of the African Initiative

Subprogramme 7
Promoting subregional activities for development

General Assembly resolutions

56/39	Cooperation between the United Nations and the Economic Community of Central African States
58/235	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Economic Commission for Africa resolutions

777 (XXIX)	Enhancing the capacity of the multinational programming and operational centres
810 (XXXI)	Strengthening of the multinational programming and operational centres
827 (XXXII)	Rationalization and harmonization of ECA-sponsored institutions
828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1)	Reform of the regional commissions A. Relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution of the 1st meeting of the Ministerial Follow-up Committee)
837 (XXXIV)	Development of the African Initiative

Subprogramme 8
Development planning and administration

General Assembly resolutions

58/207	Human resources development

Economic Commission for Africa resolutions

839 (XXXV)	African Institute for Economic Development and Planning

Programme 15
Economic and social development in Asia and the Pacific

Overall orientation

15.1 Within the United Nations, the mandate of the Economic and Social Commission for Asia and the Pacific (ESCAP) is to promote economic and social development in the Asian and Pacific region by fostering cooperation between its members and associate members. The mandate for the programme derives from Economic and Social Council resolutions 37 (IV) of 28 March 1947 and 414 (XIII) of 18, 19 and 20 September 1951, by which the Commission was established.

15.2 The mandate was further elaborated in General Assembly resolution 32/197 of 20 December 1977, on the restructuring of the economic and social sectors of the United Nations system, in which ESCAP was designated to serve as the main general economic and social development centre within the United Nations system for Asia and the Pacific and as an executing agency for intersectoral, subregional, regional and interregional projects. The internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, provide the overarching mandates for the United Nations and its specialized agencies, including ESCAP.

15.3 Over 800 million of the world's 1.2 billion poor people live in the Asian and Pacific region. Over 500 million of them are suffering from hunger and disease. The poor lack productive income, employment and assets and have insufficient access to food, basic services, infrastructure, information and decision-making opportunities, which constitutes a threat to human security, as recognized by ESCAP.

15.4 Equitable access is essential for poverty reduction. The poor need access to health services, clean water, adequate sanitation, energy, shelter, education and training. They also need access to markets, transport infrastructure, credit, capital and information technology to increase their productivity and income. Furthermore, access to meaningful decision-making processes provides the poor with avenues through which to voice their concerns. All of these are central to expanding the range of choices that the poor can have to improve their income and quality of life.

15.5 Globalization has contributed to the expansion of opportunities for the poor and societies at large. However, this process is not automatic, as globalization can actually widen income disparities. Countries thus need to develop the capacity to manage globalization, with the aim of maximizing its benefits and minimizing its costs.

15.6 Hence, the overall objective of ESCAP for the strategic framework for 2006-2007 will be to promote equitable access to opportunities for individuals, communities and economies, leading to the economic and social advancement of the region.

15.7 ESCAP will pursue that objective by focusing on three thematic priorities:

(a) Poverty reduction;

(b) Managing globalization;

(c) Addressing emerging social issues.

15.8 In terms of results, ESCAP will contribute to countries' efforts to build national capacity, at the request of members and associate members, in:

(a) Developing and implementing economic and social development policies and programmes, including regulatory, legal and institutional frameworks;

(b) Negotiating effectively in multilateral and regional forums;

(c) Building effective partnerships with all sectors of civil society, including the private sector;

(d) Implementing commitments from global and regional conferences and reviewing progress in achieving the internationally agreed goals and targets adopted at global and regional conferences. Interventions will include policy advocacy and dialogue, knowledge-sharing, training and other advisory services. The work programmes of the regional institutions will be aligned and closely coordinated with those endeavours.

15.9 As a matter of priority, the gender dimension and the rights-based as well as development-based approaches for persons with disabilities will be mainstreamed across relevant subprogrammes. Particular attention will be given to promoting, in diverse development sectors, the rights of vulnerable groups, including women, youth, people with disabilities, older persons and people living with HIV/AIDS, especially among the poor.

15.10 To ensure system-wide coherence and avoid duplication, ESCAP will undertake work in close cooperation and coordination with other United Nations bodies and specialized agencies. As an active member of the Executive Committee on Economic and Social Affairs, ESCAP will devote attention to ensuring clarity in the roles and responsibilities of global and regional bodies with regard to follow-up to the outcomes of major global conferences. ESCAP will continue to collaborate with regional, subregional and national organizations, and, at the request of members and associate members, with civil society institutions and the private sector.

Subprogramme 1
Poverty and development

Objective of the Organization: To achieve internationally agreed goals and targets relating to poverty reduction and social and economic development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) National policy makers and planners have increased capacity to design and implement poverty reduction policies that are effective, sustainable and gender-responsive	(a) Increased number of measures taken by policy makers and planners to ensure that poverty reduction policies are more effective, sustainable and gender-responsive
(b) Increased capacity of Governments, civil society and the private sector in Asia and the Pacific, and particularly the least developed countries, to formulate and implement poverty reduction programmes that are effective, sustainable and gender-responsive and that focus on economically vulnerable groups	(b) Increased number of measures taken at the national level to formulate and implement poverty reduction programmes that are effective, sustainable and gender-responsive
(c) Increased involvement of civil society organizations in the work of ESCAP	(c) Increased number of civil society organizations participating in the activities of ESCAP

Strategy

15.11 The substantive responsibility for this subprogramme lies with the Poverty and Development Division. The subprogramme's strategic direction derives from the internationally agreed development goals, including those on poverty reduction contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, in line with the overall mandate of ESCAP and major global mandates such as the Monterrey Consensus. The subprogramme will achieve its objective through a combination of analytical and normative activities and capacity development involving the public and private sectors, at the request of members and associate members. Those activities include ongoing research on, and monitoring of, regional development trends, identifying and promoting good practices to reduce poverty and deprivation, promoting good governance and the involvement of civil society, providing policy-oriented publications, undertaking pilot projects and establishing regional resource facilities to disseminate lessons learned, and organizing regional and subregional forums. The activities of the Centre for Alleviation of Poverty through Secondary Crops' Development in Asia and the Pacific will be supportive of the subprogramme activities.

Subprogramme 2
Statistics

Objective of the Organization: To improve the capacity of national statistical systems for monitoring progress towards achieving internationally agreed development goals, including those contained in the Millennium Declaration and in the outcomes of major United Nations conferences and international agreements since 1992, at the request of members and associate members.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity in Asia and the Pacific, and particularly the least developed countries, to provide data required for measuring progress towards achieving internationally agreed development goals	(a) Increased number of national statistical offices that are able to provide data for measuring progress towards achieving internationally agreed development goals
(b) Increased access for all stakeholders in society to statistical data in Asia and the Pacific that accord with internationally recognized statistical standards and reflect gender concerns, especially data required for measuring progress towards achieving internationally agreed development goals	(b) Increased number of freely accessible publications and web sites containing statistical data on the ESCAP membership that conform to internationally recognized statistical standards and principles, reflect gender concerns and indicate progress towards achieving internationally agreed development goals

Strategy

15.12 The substantive responsibility for this subprogramme lies with the Statistics Division. The subprogramme will contribute to improving the capacity of national statistical systems, at the request of members and associate members, particularly in priority areas determined by the ESCAP membership for the purpose of measuring progress towards the achievement of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major international conferences and international agreements since 1992. It will also promote the generation, free accessibility and wider use of data on the ESCAP membership that accord with internationally accepted statistical standards and principles.

15.13 The subprogramme will achieve its objective through a combination of normative and operational activities. A variety of modalities, including forums, seminars, workshops and training courses at the regional, subregional and national levels, will be employed to build national capacities to produce and utilize data. Emphasis will be placed on the development of harmonized methodologies and approaches for inter-country comparison of poverty-related phenomena. The collection and dissemination of statistical data and information on the ESCAP membership will continue, focusing on comparable data relating to internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The activities of the Statistical Institute for Asia and the Pacific will be supportive of the subprogramme activities.

15.14 The subprogramme will work closely with members of the Committee for the Coordination of Statistical Activities, especially the Statistics Division of the United Nations Department of Economic and Social Affairs, the secretariat of the Association of South-East Asian Nations, the Economic Cooperation Organization, the Secretariat of the Pacific Community and other relevant organizations, to ensure coherence, synergies and a clear division of work at the global, regional and national levels.

Subprogramme 3
Development of Pacific island countries and territories

Objective of the Organization: To build policy and management capacity in Pacific island developing countries and territories.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of national Governments in Pacific island developing countries and territories to monitor and achieve progress in achieving internationally agreed development goals	(a) Increased number of effective measures taken by Pacific island developing countries and territories to monitor and achieve relevant elements of the internationally agreed development goals
(b) Increased capacity of Governments, civil society and the private sector in Pacific island developing countries and territories to formulate and implement effective gender-responsive poverty reduction programmes that focus on promoting sustainable access to services for socially vulnerable groups	(b) Increased number of gender-responsive poverty reduction programmes formulated and implemented in Pacific island developing countries and territories

Strategy

15.15 The substantive responsibility for this subprogramme lies with the ESCAP Pacific Operations Centre. The subprogramme's strategic direction derives from the internationally agreed development goals on poverty reduction and social development, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, in line with the overall mandate of ESCAP. The Programme of Action for the Least Developed Countries for the Decade 2001-2010 and the Programme of Action for the Sustainable Development of Small Island Developing States also provide strategic direction.

15.16 The subprogramme will accomplish its objective through the design and implementation of policies that focus on poverty reduction, managing the impact of globalization and addressing emerging social issues; and public and private sector capacity-development activities, at the request of members and associate members, including the identification and promotion of good practices to reduce poverty, the exchange of information and the organization of training and thematic workshops.

Subprogramme 4
Trade and investment

Objective of the Organization: To benefit more fully from the globalization process through increased global and regional trade and investment flows.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity to negotiate, conclude and implement multilateral and regional trade and investment agreements designed to promote inter- and intra-subregional trade and investment flows	(a) (i) Increased number of ESCAP member countries making progress towards becoming members of regional and multilateral trade and investment agreements and mechanisms (e.g., the Bangkok Agreement and the World Trade Organization) (ii) Percentage of officials who indicate that they are better able to negotiate, conclude and implement trade and investment agreements
(b) Increased national capacity to develop and implement trade and investment policies and programmes designed to enhance supply-side capacity and international competitiveness of exports	(b) Increased number of measures/ mechanisms established for the development of policies and programmes in trade and investment

Strategy

15.17 The substantive responsibility for this subprogramme lies with the Trade and Investment Division. The subprogramme will comprise closely integrated sectoral projects and interdisciplinary activities implemented jointly with other divisions within the ESCAP thematic areas of managing globalization, poverty reduction and addressing emerging social issues.

15.18 The strategic direction of the subprogramme will be governed by major global mandates as contained in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. Relevant resolutions and decisions of the Commission, the Committee on Managing Globalization and the Subcommittee on International Trade and Investment will provide further guidance.

15.19 The strategic focus will be on capacity development, at the request of members and associate members, undertaken through a combination of research, policy analysis and operational activities, in trade and investment policy and facilitation, and enterprise development, particularly for small and medium-sized enterprises, on the basis of a multisectoral approach, identifying concrete technical assistance activities that can enhance synergies between trade and investment and related national development issues such as environment, transport and bridging the digital divide.

15.20 The activities of the Asian and Pacific Centre for Agricultural Engineering and Machinery will be coordinated with and supportive of this strategic framework.

Subprogramme 5
Transport and tourism

Objective of the Organization: To improve the movement of goods and people and to strengthen the role of tourism in economic and social development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened national capacity to formulate policies on and implement initiatives for improving the efficiency of logistics and enhancing participation in regional and subregional agreements relating to transport and tourism infrastructure and facilitation	(a) (i) Increased number of national policy decisions and position papers that reflect ESCAP-promoted programmes (ii) Increased number of countries and organizations using ESCAP methodology to measure reductions in the time and cost of transport, in particular to landlocked countries and through transit countries (iii) Increased number of countries participating in regional and subregional agreements
(b) Increased national capacity to develop and implement policies and programmes to promote transport and tourism as an entry point for poverty reduction	(b) Increased number of national officials taking measures to develop and implement policy papers and programmes in the transport and tourism sectors that reflect ESCAP-promoted programmes and initiatives to reduce poverty

Strategy

15.21 The substantive responsibility for this subprogramme lies with the Transport and Tourism Division. It will comprise closely integrated sectoral projects and interdisciplinary activities implemented jointly with other divisions within the ESCAP thematic areas of managing globalization, poverty reduction and emerging social issues.

15.22 The subprogramme will strengthen national capacities, at the request of members and associate members, so as to provide them with opportunities to benefit more fully from the globalization process and the alleviation of poverty, in accordance with global mandates and regional priorities relating to the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those defined in the Seoul Declaration on Infrastructure Development in Asia and the Pacific, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and ESCAP directives and resolutions.

15.23 The subprogramme will be implemented by employing the following strategic modalities:

(a) Convening of regional forums or conferences that promote policy dialogues and facilitate a networking approach to regional development of the transport and tourism sectors;

(b) Provision of assistance to improve capacity at the national level, at the request of members and associate members, for regular monitoring and analysis of transport and tourism issues, especially in developing countries and countries with economies in transition and, in particular, in least developed, landlocked developing and small island developing States;

(c) Formulation of strategies and proposals designed to address issues of regional concern for consideration by ESCAP members;

(d) Preparation, in collaboration with ESCAP members, of regional and subregional agreements that facilitate the movement of goods and people;

(e) Promotion of wider participation of all stakeholders, in accordance with rules and procedures, in public-private partnerships, in the implementation of policies and decisions.

Subprogramme 6
Environment and sustainable development

Objective of the Organization: To facilitate the integration of the three dimensions of sustainable development, namely, economic development, social development and environmental protection.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity to develop and implement effective, gender-responsive policies and programmes in partnerships with civil society and the private sector for enhancing environmental protection, energy resources management and water resources management	(a) Increased number of measures taken to promote sustainable, gender-responsive national policies and programmes in environmental protection, energy resources management and water resources management
(b) Increased national capacity for transboundary cooperation and for monitoring progress at the national level in achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992	(b) (i) Increased number of measures taken to strengthen transboundary collaboration on sustainable development (ii) Increased number of measures taken at the national level to improve sustainable development monitoring mechanisms

Strategy

15.24 The substantive responsibility for this subprogramme lies with the Environment and Sustainable Development Division. It will comprise closely integrated sectoral projects and interdisciplinary activities implemented jointly with other divisions within the thematic areas of managing globalization, reducing poverty and addressing emerging social issues.

15.25 The subprogramme will be implemented by:

(a) Using innovative and pragmatic approaches to public and private sector capacity-development activities, at the request of members and associate members, for the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992 and the implementation of the Johannesburg Plan of Implementation;

(b) Playing a proactive role in promoting policy dialogues to facilitate the integration of economic, social and environmental considerations into overall development plans and programmes, as well as into those of specific sectors, such as energy and water resources;

(c) Assisting member and associate member States in the regular monitoring of environmental trends, the implementation of global environmental agreements and any reporting requirements;

(d) Promoting wider participation of all stakeholders in regional and national decision-making processes relating to sustainable development;

(e) Supporting those arrangements for regional and subregional cooperation in energy and water resources and environmental protection that are entered into by member States.

Subprogramme 7
Information, communication and space technology

Objective of the Organization: To improve access to, and the development, transfer and application of, information, communication and space technology in order to maximize the benefits of globalization.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity to develop and implement policies and programmes, including regulatory and institutional frameworks, that facilitate equitable access to information, communication and space technology for development	(a) Increased number of measures taken to improve regulatory frameworks
(b) Enhanced national capacity to apply information, communication and space technology in planning and implementing socio-economic development programmes, including for the promotion of gender equality	(b) Increased number of measures taken at the national level to apply information, communication and space technology in the development of national socio-economic development programmes

Strategy

15.26 The substantive responsibility for this subprogramme lies with the Information, Communication and Space Technology Division, which will cooperate closely with other divisions under the theme of managing globalization. The subprogramme's strategic direction derives from the Millennium Declaration, the Johannesburg Plan of Implementation of the World Summit on Sustainable Development, the World Summit on the Information Society, the Tokyo Declaration of the Asia-Pacific Regional Conference on the World Summit on the Information Society and the Delhi Declaration on Space Technology Applications in Asia and the Pacific for Improved Quality of Life in the New Millennium.

15.27 The subprogramme will be implemented, particularly in the least developed countries and small island developing countries, by employing the following strategic modalities: the organization of intergovernmental and expert group meetings; the undertaking of research and studies; the development of knowledge management tools and knowledge networks among individuals and institutions working in the field to exchange or share information and knowledge; the implementation of operational activities, including training and pilot projects; and the provision of advisory services to assist members, at their request, in expanding access to information, communication and space technology to support national development. The activities of the Asian and Pacific Centre for Transfer of Technology will contribute to this subprogramme.

Subprogramme 8
Social development, including persistent and emerging issues

Objective of the Organization: To improve access for socially vulnerable groups to basic services (including health care), income and productive assets, the physical environment and decision-making.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity to promote accessibility of services for socially vulnerable groups, taking due account of gender dimensions and the rights-based approach for persons with disabilities	(a) Increased number of measures taken by countries to formulate or strengthen policies promoting access to services
(b) Increased national capacity to monitor progress in achieving the internationally agreed development goals contained in the Millennium Declaration and the outcomes of major United Nations conferences pertaining to poverty reduction, gender equality, health and socially vulnerable groups	(b) Increased number of measures taken by countries to strengthen monitoring mechanisms aimed at measuring progress in achieving relevant elements of internationally agreed development goals

Strategy

15.28 The subprogramme's strategic direction derives from the internationally agreed development goals, including those on poverty eradication, gender equality and empowerment of women, and combating HIV/AIDS, as well as on issues relating to youth, older persons and population and development, contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The Second Asian and Pacific Decade of Disabled Persons, 2003-2012, also provides strategic direction for regional activities towards the achievement of an inclusive, barrier-free and rights-based society for persons with disabilities.

15.29 The subprogramme will accomplish its objectives through the convening of regional meetings and training workshops; the identification, analysis, dissemination and customization of good practices; the promotion of partnerships, including with non-governmental organizations and civil society; the compilation, review and dissemination of information; technical assistance, at the request of members and associate members; and limited inter-country research.

Legislative mandates

General Assembly resolutions

54/100	Cooperation between the United Nations and the Economic Cooperation Organization (subprogrammes 4, 5 and 6)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/191	Integration of the economies in transition into the world economy (subprogrammes 1 and 4)
56/180	Specific actions related to the particular needs and problems of landlocked developing countries (subprogrammes 4 and 5)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (subprogrammes 1 and 6)
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 3 and 5)
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (subprogrammes 1, 2, 4, 5, 6, 7 and 8)
57/274	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1, 4 and 7)
58/172	The right to development (subprogrammes 1 and 8)
58/228	Third United Nations Conference on the Least Developed Countries (subprogrammes 1 and 5)

Economic and Social Council resolutions

2000/5	Decade of Greater Mekong Subregion Development Cooperation, 2000-2009 (subprogrammes 1, 4, and 5)
2001/37	Global Code of Ethics for Tourism (subprogrammes 5 and 6)
2002/2	Restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific (subprogrammes 1, 2, 4, 5, 6, 7 and 8)

Economic and Social Commission for Asia and the Pacific resolutions

56/1	Decade of Greater Mekong Subregion Development Cooperation, 2000-2009 (subprogrammes 1, 4 and 5)
56/4	Promotion of a sustainable energy future for small island States (subprogrammes 3 and 6)
57/4	Regional cooperation in information and communication technologies for development (subprogrammes 1, 4 and 7)

59/4	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (subprogrammes 2, 3, 4, 5, 6, 7 and 8)
60/1	Shanghai Declaration
60/3	Work of the Economic and Social Commission for Asia and the Pacific in implementing its technical cooperation projects

Subprogramme 1
Poverty and development

General Assembly resolutions

56/181	Towards a strengthened and stable international financial architecture responsive to the priorities of growth and development, especially in developing countries, and to the promotion of economic and social equity
56/202	Economic and technical cooperation among developing countries
56/227	Third United Nations Conference on the Least Developed Countries
57/240	Enhancing international cooperation towards a durable solution to the external debt problems of developing countries
57/241	International financial system and development
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Commission for Asia and the Pacific resolutions

55/2	Economic and financial monitoring and surveillance in the ESCAP region
58/2	Poverty reduction for sustainable development
58/3	World Summit on Sustainable Development
60/5	Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific

Subprogramme 2
Statistics

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific

Subprogramme 3
Development of Pacific island countries and territories

General Assembly resolutions

57/37	Cooperation between the United Nations and the Pacific Islands Forum

Economic and Social Commission for Asia and the Pacific resolutions

237 (XL)	The Commission's activities in the Pacific
60/6	Revitalization of the United Nations Economic and Social Commission for Asia and the Pacific Operations Centre
60/7	Pacific Urban Agenda

Subprogramme 4
Trade and investment

General Assembly resolutions

58/129	Towards global partnerships
58/197	International trade and development

Economic and Social Commission for Asia and the Pacific resolutions

57/5	Integration of Asian and Pacific developing countries and economies in transition into the international trading system

Subprogramme 5
Transport and tourism

General Assembly resolutions

55/181	Transit environment in the landlocked States in Central Asia and their transit developing neighbours
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries

Economic and Social Commission for Asia and the Pacific resolutions

48/11	Road and rail transport modes in relation to facilitation measures
52/9	Intra-Asia and Asia-Europe land bridges
55/1	Sustainable development of inland water transport in the Asian and Pacific region
60/4	Intergovernmental Agreement on the Asian Highway Network

Subprogramme 6
Environment and sustainable development

General Assembly resolutions

58/213	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions

2001/21	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits

Economic and Social Commission for Asia and the Pacific resolutions

57/6	Implementation of the Sustainable Energy Development Action Programme, Strategies and Implementation Modalities for the Asian and Pacific Region, 2001-2005 in support of the Bali Declaration on Asia-Pacific Perspectives on Energy and Sustainable Development

Subprogramme 7
Information, communication and space technology

General Assembly resolutions

57/116	International cooperation in the peaceful uses of outer space
57/295	Information and communication technologies for development
58/199	Creation of a global culture of cybersecurity and the protection of critical information infrastructures

Economic and Social Council resolutions

2000/6	Regional cooperation on space applications for sustainable development in Asia and the Pacific

Economic and Social Commission for Asia and the Pacific resolutions

56/3	Regional cooperation on space applications for sustainable development in Asia and the Pacific

Subprogramme 8
Social development, including persistent and emerging issues

General Assembly resolutions

56/115	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century

56/117	Policies and programmes involving youth
57/167	Follow-up to the Second World Assembly on Ageing
57/176	Trafficking in women and girls
57/177	Situation of older women in society
57/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/134	Follow-up to the Second World Assembly on Ageing
58/137	Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking
58/147	Elimination of domestic violence against women
58/179	Access to medication in the context of pandemics such as HIV/ AIDS, tuberculosis and malaria
58/206	Women in development
58/236	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS

Economic and Social Council resolutions

2001/23	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2002/7	Comprehensive and integral international convention to promote and protect the rights and dignity of persons with disabilities
2002/23	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2002/26	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights

Economic and Social Commission for Asia and the Pacific resolutions

55/4	Towards a society for all ages: Macau Declaration and Plan of Action on Ageing for Asia and the Pacific
56/2	Advancing human resources development in Asia and the Pacific

57/1	Regional call for action to fight the human immunodeficiency virus/ acquired immunodeficiency syndrome in Asia and the Pacific
57/3	Follow-up to the Fourth World Conference on Women and the outcome of the twenty-third special session of the General Assembly
58/4	Promoting an inclusive, barrier-free and rights-based society for people with disabilities in the Asian and Pacific region in the twenty-first century
59/1	Regional action in follow-up to the Declaration of Commitment on HIV/AIDS
59/2	Strengthening social safety in the Asian and Pacific region
59/3	Regional implementation of the Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific during the Decade of Disabled Persons, 2003-2012
59/4	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
60/2	Regional call for action to enhance capacity-building in public health

Programme 16

Economic development in Europe

Overall orientation

16.1 The programme is under the responsibility of the Economic Commission for Europe (ECE).

16.2 The Economic and Social Council, in its resolution 36 (IV) of 28 March 1947, established the Economic Commission for Europe (ECE) and assigned to it responsibilities for coordination and promotion of international economic cooperation in Europe. Further direction to the programme is provided by the Declaration on the Strengthening of Economic Cooperation in Europe and its annexed Plan of Action, both endorsed by the Council in its decision 1997/224. Taking into account the role of the regional commissions, as set forth in Economic and Social Council resolution 1998/46 of 31 July 1998, and the goals and commitments contained in the United Nations Millennium Declaration, the Plan of Implementation of the World Summit on Sustainable Development, the Monterrey Consensus of the International Conference on Financing for Development, the Madrid International Plan of Action on Ageing 2002, adopted at the Second World Assembly on Ageing and the related Regional Implementation Strategy Adopted in Berlin, the main objectives of the ECE work programme for the biennium 2006-2007 will be: (a) to promote the economic integration of ECE countries in the context of the post-enlargement European Union and taking into account the various stages of development of countries of the region with economies in transition (acceding countries, emerging market economies and less advanced transition economies); (b) to foster sustainable development in the countries of the region, with a focus on promoting the conditions for sustained growth and trade and improving the environment; and (c) to contribute to the economic and environmental dimensions of security in Europe.

16.3 The overall ECE programme of work is designed around nine interdependent and complementary subprogrammes, namely: Environment, Transport, Statistics, Economic analysis, Sustainable energy, Trade development, Timber, Human settlements and Industrial restructuring and enterprise development. The core strategy involves the negotiation and implementation of conventions, norms, standards and guidelines; the promotion of dialogue in economic cooperation and development and the exchange of information and experience in the key areas of ECE work; the development of policy analysis, studies and supporting statistics; and the provision of technical assistance.

16.4 ECE will bring about a further achievement of economic integration in the region as a whole and, in particular, closer cooperation between countries of the enlarged European Union and non-acceding countries through its work in the further development and maintenance of norms and standards, with an emphasis on their implementation. The work in this area will also have a positive impact on the rest of the world as more of the ECE-developed agreements and standards, in particular in the areas of transport, trade facilitation, statistics, energy and environmental protection, are expected to become accepted for use in non-ECE countries.

16.5 ECE will also contribute to reducing disparities and preventing the emergence of new dividing lines in Europe by promoting greater regulatory compatibility among ECE member States. Through policy discussions, the exchange of experiences and projects, in particular for improving trade and investment flows, transport infrastructure and energy networks, the integration between the enlarged European Union and other countries will be fostered.

16.6 The work of ECE in the area of policy analysis will be covering the core United Nations development-related themes addressed in the Millennium Declaration and the outcomes of recent United Nations summits and major forums, reflecting the progress made in the region in the achievement of the internationally agreed development goals of the United Nations.

16.7 Technical cooperation activities will be carried out in accordance with the ECE Technical Cooperation Strategy, which was endorsed at the fifty-ninth session of the Commission in 2004. Activities will be streamlined and focused on south-east Europe and the Commonwealth of Independent States (CIS), in particular Central Asia and the Caucasus. A unifying strategy to identify the needs of these countries and to determine activities responding thereto will be carried out with the objectives of: (a) improving national capacities to implement legally binding instruments and other regional standards, including those developed by ECE; and (b) finding solutions to address transboundary problems.

16.8 The economic and environmental dimensions of security in the region have been given a new impetus through the adoption, in December 2003, of the New Strategy Document of the Organization for Security and Cooperation in Europe (OSCE), in which ECE was identified as a key partner for reviewing the commitments in their economic and environmental dimensions. ECE will, therefore, further integrate the security dimension in its relevant subprogrammes, with a view to contributing to the review and implementation of those commitments that correspond to its areas of expertise as agreed in the memorandum of understanding with OSCE and in the work plan set up between the two organizations.

Subprogramme 1
Environment

Objective of the Organization: To improve environmental management, reduce the overall pollution burden throughout the region and strengthen the environmental pillar of sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further mainstreaming of environmental concerns into policy formulation by Governments and implementation through the "Environment for Europe" process and other sustainable development activities	(a) Percentage of implemented decisions/commitments by ECE member States that relate to the integration of environmental concerns into policy formulation
(b) Increased adherence to and further implementation by countries in meeting their obligations under ECE legal instruments for the protection of the environment	(b) (i) Number of ratifications of ECE environmental conventions and protocols (ii) Number of reports from parties indicating significant progress in implementing key obligations
(c) Improved environmental performance in countries with economies in transition	(c) (i) Number of countries having carried out environmental performance reviews by the end of the biennium (ii) Number of countries that have implemented more than 50 per cent of the recommendations contained in the first environmental performance review, as reflected in the second reviews and in country reports

Strategy

16.9 In line with this objective, the Environment and Human Settlements Division will further promote sustainable development in the ECE region. Work will focus on the implementation of the ECE environmental conventions and their protocols and the conduct of the second round of environmental performance reviews of countries with economies in transition. Furthermore, the subprogramme will contribute to the implementation of the Millennium Declaration and the Johannesburg Plan of Implementation in the ECE region and the outcomes of regional environment and sustainable development conferences, in particular the ministerial conferences "Environment for Europe" (Kiev 2003 and Belgrade 2007). These activities will be undertaken in cooperation with other relevant organizations working in the region.

16.10 In particular, consistent with the Johannesburg Plan of Implementation, actions will be taken to: promote multi-stakeholder participation; support processes and partnerships in the region resulting from the World Summit on Sustainable Development, the "Environment for Europe" process and the work of the Commission on Sustainable Development; contribute to the environmental dimension of security; and promote intersectoral programmes and projects, including water and environment, transport and environment, health and environment and education for sustainable development. It will also contribute to the regional submissions related to the priority areas of the 2006-2009 programme cycle of the Commission on Sustainable Development. Special activities for the implementation of the Commission's legally binding instruments will be undertaken, in particular supporting implementation of regional and subregional agreements and action programmes; evaluating and supporting enforcement and compliance with agreements; and providing timely and accurate environmental information.

Subprogramme 2
Transport

Objective of the Organization: To facilitate the international movement of persons and goods by inland transport modes and improve safety, environmental protection, energy efficiency and security in the transport sector to levels that contribute effectively to sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Adoption, at the regional and/or global level, of amendments to existing legal instruments and recommendations on road transport, road, rail, inland water and combined transport infrastructure, border crossing, transport of dangerous goods and other transport issues, as well as to vehicle regulations, and development of new legal instruments and new vehicle regulations, including global vehicle regulations	(a) (i) Number of existing legal instruments amended (ii) Number of amendments to existing vehicle regulations and number of new vehicle regulations, including global vehicle regulations, adopted (iii) Number of adopted amendments to the United Nations Recommendations on the Transport of Dangerous Goods and to the Globally Harmonized System of Classification and Labelling of Chemicals
(b) Increased implementation of the ECE legal instruments and recommendations on transport	(b) (i) Number of new accessions of member States to ECE legal instruments on transport (ii) Number of international and national legal instruments amended to reflect the United Nations Recommendations on the Transport of Dangerous Goods and other ECE legal instruments of transport
(c) Further development of transport infrastructure conducive to strengthening economic cooperation within the region, in particular between the enlarged European Union and the non-acceding countries, taking into consideration the imperative of sustainable development	(c) Number of kilometres of new and improved road and rail transport infrastructures along main transport links in non-acceding countries

Strategy

16.11 In order to achieve the above objective, the Transport Division will update and improve the existing set of ECE legal instruments and recommendations governing inland transport in the region by incorporating new technological developments, political and economic changes as well as measures aimed at reducing further the number of transport accidents and the impacts of transport on the environment. The Division will also incorporate adequate measures to address new security threats in, or related to, the transport sector. It will extend the globalization of some of its legal instruments on transport, particularly in the areas of vehicle construction, transit, transport of dangerous goods and road safety. This will be achieved through consensus and agreement reached at the intergovernmental meetings of the Inland Transport Committee and its Bureau, on the basis of relevant substantive documentation and provision of efficient meetings services by the Transport Division. Dissemination of the outcome of meetings, performance of the legal and administrative functions related to international legal instruments and promotion of the implementation of these instruments and recommendations, including through advisory services, are also an integral part of the strategy. The Transport Division provides assistance in planning and developing road and rail transport infrastructures in particular in landlocked developing countries as a follow-up to the Almaty Programme of Action. The needs of the beneficiaries are also met through the participation of other United Nations agencies, intergovernmental organizations and non-governmental organizations (NGOs) representing transport operators, other relevant industries, transport users and consumers in the above-mentioned meetings.

16.12 This strategy also applies to the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and the Globally Harmonized System of Classification and Labelling of Chemicals and its subsidiary bodies, to which the Transport Division also provides a secretariat.

Subprogramme 3
Statistics

Objective of the Organization: To improve the reliability of national official statistics and ensure their comparability at the international level.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Further developed national institutional frameworks and corresponding implementation practices of member countries, in line with the ECE Fundamental Principles of Official Statistics	(a) (i) Number of countries ensuring better compliance with the Fundamental Principles through revisions of their national statistical legislations (ii) Number of ECE recommendations implemented to improve national institutional frameworks for official statistics
(b) Increased implementation of internationally recommended standards and practices to ensure comparable statistics, particularly by the less advanced countries in the region	(b) (i) Number of new or revised statistical standards endorsed by a statistical authority to which the ECE has contributed in substance (ii) Number of countries in CIS and south-east Europe having implemented essential internationally recommended standards and practices in macroeconomic, social and demographic statistics
(c) Streamlined activity patterns of statistical work between international organizations through elimination of overlaps and gaps	(c) (i) Percentage of joint activities in the ECE statistical programme undertaken in cooperation with the Organization for Economic Cooperation and Development (OECD), the Statistical Office of the European Communities (Eurostat) and other international organizations (ii) Number of international organizations regularly reporting their activities in the Integrated Presentation of International Statistical Work programmes
(d) Increased access by users to reliable, timely and comparable macroeconomic, social and demographic statistics	(d) Percentage of users that express satisfaction with the quality, coverage and timeliness of data delivered

Strategy

16.13 The Statistics Division will review existing institutional frameworks (statistical laws) and major practices in member countries and positively influence eventual revisions. It will use recommendations made through technical cooperation activities such as bilateral advice to countries and multilateral workshops and seminars to accomplish this objective.

16.14 The subprogramme will continue to improve the comparability of official statistics in the ECE region. This will be achieved through reviewing and updating, jointly with other international organizations, the existing statistical standards and developing new ones, when necessary. As an integral part of its strategy, statistical assistance will be provided to the less developed countries of the region so that they can produce essential macroeconomic, social and demographic statistics, including the indicators for achieving the goals contained in the Millennium Declaration. Furthermore, through the mechanisms established by the Conference of European Statistics, the emerging needs of official statistics will be addressed collectively by all international organizations active in the region. For this to be achieved it is essential that the coordination role of the Conference of European Statistics vis-à-vis the statistical activities of international organizations, including the Statistical Office of European Communities (Eurostat), OECD, the International Monetary Fund, the Statistics Division of the Secretariat and CIS, be kept and further strengthened. ECE will, therefore, continue to compile updated information on the statistical activities of the various international organizations and make it publicly available.

16.15 The ECE strategy in statistics also applies to the production and dissemination of internationally comparable statistical data on the ECE region, with the aim of contributing to the public debate and decision-making process at the national and international level. Cooperation with other international organizations in collecting and sharing essential statistical data from national statistical offices and making efficient use of modern technologies for collection, processing and dissemination of statistics is a key part of this strategy.

Subprogramme 4
Economic analysis

Objective of the Organization: To enhance policy-making on major economic and development problems faced by countries of the ECE region and contribute to achieving the internationally agreed development goals of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding of economic developments and policies in the ECE region, including in the areas relating to the internationally agreed development goals of the United Nations	(a) (i) Percentage of users of the Economic Survey indicating usefulness and relevance of the policy recommendations to policy makers related to major economic developments
	(ii) Increased number of downloads from the ECE web site of ECE economic analyses addressing policy issues
(b) Enhanced policy debates on economic and development issues, including those relating to core United Nations themes (such as the goals contained in the Millennium Declaration, financing for development, sustainable development, ageing and gender equality)	(b) Percentage of participants who express satisfaction with policy debates organized by Economic Analysis Division

Strategy

16.16 The substantive responsibility for this subprogramme is vested in the Economic Analysis Division.

16.17 The subprogramme will first seek to provide an international and regional perspective for national economic policy makers and, when appropriate, facilitate policy dialogue. The *Economic Survey of Europe* will be used as a medium for producing analysis of economic issues, policies and problems in the ECE region, especially as they relate to core United Nations themes in the field of development. The *Survey* will continue to place special emphasis on the less advanced economies, with a view to helping them catch up with other countries of the region and the rest of the world. It is intended to strengthen the focus on structural change and institutional problems both in the *Survey* and at the ECE spring seminar. In undertaking this work, the Division will do its part to ensure that its work does not duplicate that done by other organizations and that it provides clear added value, with a focus on those subregions of ECE that are not covered by other organizations.

16.18 Secondly, the subprogramme will coordinate and contribute to the work as agreed in the memorandum of understanding with OSCE and the established work plan.

16.19 Through the spring seminar and other meetings, ECE will provide a forum for policy debates on major and topical economic issues among senior economists from the government, academic and business sectors and from other international organizations. The population-related activities will be carried out in close collaboration with the United Nations Population Fund, other international organizations and national institutions. Using reliable data from national and international sources, including population censuses and household/family surveys, the subprogramme will conduct analyses, research and exchange of experiences relating to areas approved by the Commission for regional follow-up to the International Conference on Population and Development, the Fourth World Conference on Women, the second World Assembly on Ageing and the ECE Ministerial Conference on Ageing, held in Berlin.

Subprogramme 5
Sustainable energy

Objective of the Organization: To facilitate (a) the transition to a more sustainable development path for the production and use of energy; and (b) the fuller integration of the energy economies and energy infrastructure of countries in the region.

Expected accomplishments of the Secretariat	*Indicators of achievement*	
(a) Progress in the international dialogue between Governments and industry on sustainable energy development issues, in particular environmental improvement, and in the formation of an energy efficiency market in countries with economies in transition	(a)	(i) Percentage of participants in policy discussions who evaluate them as being useful for decision-making
		(ii) Number of respondents that reply positively to the web-based evaluation survey on the use of ECE technical studies on sustainable energy and energy efficiency
		(iii) Increased number of energy efficiency investment projects for countries with economies in transition approved for financing
(b) Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development	(b)	(i) Number of countries extending the application of United Nations Framework Classification for Energy Reserves/Resources (UNFC) to oil, gas and uranium
		(ii) Number of mineral, energy and banking institutions and associations accepting and using the UNFC
(c) Progress in implementation of projects in support of sustainable energy development in coal, natural gas, electricity and energy efficiency	(c)	(i) Number of prefeasibility study business plans for clean coal technology investment projects prepared under the United Nations Development Account project in Central Asia
		(ii) Tons of diesel fuel replaced by natural gas in commercial vehicles on the Blue Corridor Project road transport itinerary across Europe

Strategy

16.20 The responsibility for this subprogramme is vested in the Industrial Restructuring, Energy and Enterprise Development Division. In the framework of the global initiatives towards sustainable development, this subprogramme is designed to promote a sustainable energy development strategy for the ECE region. In particular, it is to assist member States in maintaining access to high quality energy services for all individuals in the ECE region, promote the security of energy supplies in the short, medium and long term, facilitate the transition to a more sustainable energy future and promote the fuller integration of the energy economies and energy infrastructures of countries in the ECE region. ECE will promote well-balanced energy network systems throughout the region tailored to optimize operating efficiencies and overall regional cooperation and sustained improvements in energy efficiency, production and use, particularly in countries with economies in transition. The subprogramme will support projects, especially on gas infrastructure and transportation networks, with particular attention to the Caucasus, Central Asia, the Balkans and Southern Europe. In the context of post-enlargement European Union, the subprogramme is to assist member States with the integration of their energy economies through the compatibility of legal, regulatory and policy measures, including business practices and the development of classification systems and guidelines, and to conduct studies on natural gas markets. The subprogramme takes into account the goals of the United Nations Millennium Declaration, the Johannesburg Plan of Implementation and the proposals emanating from the process on strengthening the Organization initiated by the Secretary-General in 2002.

16.21 In order to meet the objectives, ECE will work through its intergovernmental bodies, with the active participation of government officials and representatives of the energy industries, the financial community, relevant international organizations and NGOs. It will coordinate its activities with other international organizations such as the International Energy Agency and the Energy Charter, with a view to ensuring efficient and effective use of resources and avoiding duplication. The present structure of intergovernmental dialogue through a committee, expert groups and technical assistance projects will be reinforced by additional extrabudgetary resources which the ECE sustainable energy activities usually attract. The international cooperation pursued by ECE bodies will have its greatest impact in this field by focusing on the key issues that strengthen national policies by providing a coherent regional context for managing inherently international problems. While activities begin with policy dialogue, the subprogramme also provides the opportunity for policy recommendations to be implemented through international norms, standards, training programmes, technical assistance and the preparation of investment projects.

Subprogramme 6
Trade development

Objective of the Organization: To facilitate trade and economic cooperation among countries of the ECE region and with the rest of the world.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Adoption by member States of new/revised trade facilitation recommendations, norms, standards, guidelines and tools, including for agricultural produce	(a) (i) Number of new and/or updated ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business agreed upon by member States
	(ii) Number of agreed new or revised international standards and recommendations on agricultural produce
(b) Increased implementation of trade facilitation recommendations, norms, standards, guidelines and tools, including for agricultural produce	(b) (i) Increased number of recommendations, norms, standards, guidelines and tools implemented by member States
	(ii) Number of downloads of key recommendations, norms, standards, guidelines and tools from the ECE Internet site, as a proxy for their use
	(iii) Cumulative total number of implementations of ECE agricultural quality standards in member States (total number of standards multiplied by total number of countries implementing them)
(c) Enhanced policy dialogue on trade practices and regulatory framework	(c) Percentage of participants in policy discussions who evaluate them as being useful for decision-making

Strategy

16.22 The responsibility for this subprogramme is vested in the Trade Development and Timber Division. The strategy will promote five key work areas. First, developing and maintaining international trade facilitation instruments in response to the needs of international business, especially to support international supply chains and the integration of countries into the global economy, and to provide a platform for discussion among all actors (Governments, business and other organizations) in this regard. This will entail maintaining electronic data interchange standards (United Nations Directories for Electronic Data Interchange for Administration, Commerce and Transport (UN/EDIFACT)), extending the work of the Organization on electronic codes and developing new e-business standards. Second, the strategy will focus on reducing barriers to trade in goods and services, especially non-tariff barriers, through greater implementation of ECE norms, standards and recommendations in trade facilitation, international harmonization and standardization and regulatory compatibility. Third, efforts will be made to facilitate trade policy development, especially in the context of the implications of the enlargement of the European Union, the new challenges stemming from trade and security and measures to promote sustainable trade. Fourth, the strategy will seek to add value to the Commission's well-established work in agricultural quality standards and to encourage the participation of more countries throughout the ECE region in the standards-making process. Fifth, the ECE will encourage implementation of the trade-related norms and standards, in particular for the benefit of countries with economies in transition. Overall, efforts will be made to support the mainstreaming of information and communication technologies and gender issues into all aspects of the subprogramme.

Subprogramme 7
Timber

Objective of the Organization: To improve sustainable forest management, including the sound, legal use of wood, other forest products and services throughout the ECE region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding of sustainable forest management, notably the policies necessary to achieve it, based on increased ability to measure sustainable forest management at the national and regional levels	(a) (i) Percentage of ECE countries with national forest programmes or similar holistic forest sector policy frameworks (ii) Percentage of ECE countries able to provide satisfactory data on indicators of sustainable forest management to the fifth Ministerial Conference on the Protection of Forests in Europe
(b) Increased understanding of the sound use of wood, leading to policies to promote it and increased ability to monitor it	(b) (i) Percentage of ECE countries with policies in place on sound use of wood, whether as part of national forest programmes or not (ii) Percentage of ECE countries able to provide satisfactory responses to the ECE/Food and Agriculture Organization of the United Nations/International Tropical Timber Organization/Eurostat joint forest sector questionnaire
(c) Increased capacity of countries in CIS and south-east Europe to achieve sustainable forest management at the national level, notably through developing appropriate policy measures	(c) Increased number of CIS and south-east European countries adopting national forest programmes

Strategy

16.23 The responsibility for this subprogramme is vested in the Trade Development and Timber Division. The work will be carried out in conjunction with relevant activities of the Food and Agriculture Organization of the United Nations and the International Labour Organization. To support forest management, including the use of wood and forest products, which is sustainable from the ecological, economic and social point of view, it is necessary to maintain a good balance between these three aspects, based on a strong consensus about goals and methods among all stakeholders, as well as to ensure that the strategy is well integrated into the policy framework of other sectors (the cross-sectoral approach). Achieving sustainable forest management is primarily a sovereign national responsibility. However, regional international cooperation, through the timber subprogramme and its partners, will contribute by developing and disseminating concepts and information, sharing experience and defining standard measurement tools (indicators). The main contribution of the subprogramme is through developing and applying analytical and monitoring tools, both on policy and on developments on the ground, collecting, validating and disseminating information and analysis, as well as stimulating the exchange of experience and joint efforts to measure progress. While all countries benefit from international cooperation, the subprogramme recognizes a special need of the countries of CIS and south-eastern Europe, where forest sector problems tend to be more acute and national capacity weaker.

Subprogramme 8
Human settlements

Objective of the Organization: To improve the human settlements situation in the ECE region, taking into account the needs of socially vulnerable population groups and the gender perspective in sustainable urban development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved housing sector policies through implementation of recommendations, taking into account the concerns of vulnerable population groups	(a) (i) Number of countries which have expressed willingness to engage in an assessment of their housing situation through the country profile programme (ii) Percentage of recommendations that have been implemented in key areas by the countries that have taken part in land administration reviews, as reported to the Committee on Human Settlements
(b) Further development and reforms in land administration	(b) (i) Number of countries that have expressed willingness to engage in an assessment of their land administration systems through land administration reviews (ii) Percentage of recommendations that have been implemented by the reviewed countries, as reported to the Committee on Human Settlements
(c) Improved policy formulation for urban planning	(c) Number of countries that have taken action to implement the guidelines on urban planning, as reported to the Committee on Human Settlements

Strategy

16.24 The responsibility for this subprogramme is vested in the Environment and Human Settlements Division. The activities of the subprogramme will promote the implementation of the ECE Strategy for Sustainable Quality of Life in Human Settlements in the 21st Century and will address the goals contained in the Millennium Declaration (eradication of extreme poverty, promotion of gender equality, ensuring of environmental sustainability) as well as the regional priorities for human settlements as decided upon at the first Regional Implementation Forum on Sustainable Development, held as follow-up to the World Summit on Sustainable Development. In line with these directions, the activities of the subprogramme will promote socially, economically and environmentally sound human settlements policies. Through capacity-building measures, the dissemination of good practices and the provision of expert assistance to countries, the subprogramme will contribute to improving housing and urban planning policies and moving those policies in a more sustainable direction, particularly through upgrading land and real estate systems, promoting social housing for vulnerable population groups, including incorporation of the gender perspective, and improving urban land use for, inter alia, sustainable transport and energy consumption.

Subprogramme 9
Industrial restructuring and enterprise development

Objective of the Organization: To foster industrial restructuring and the development of effective and competitive enterprises, particularly in countries with economies in transition.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced policy dialogue on industrial restructuring and modernization, including promotion of innovative small and medium-sized enterprises and the development of knowledge-based economies based on national e-assessment reports identifying gaps and corresponding policy recommendations	(a) (i) Percentage of policy recommendations resulting from national e-assessment reports that have been implemented by the countries reviewed (ii) Number of business incubators generated by ECE activities related to industrial development
(b) Enhanced policies and practices for investment promotion	(b) (i) Percentage of policy recommendations implemented in countries with economies in transition in the areas of investment promotion that are addressed by ECE activities (ii) Number of initiatives/actions aimed at promoting investment undertaken by countries and generated by ECE activities in these areas

Strategy

16.25 The responsibility for this subprogramme is vested in the Industrial Restructuring, Energy and Enterprise Development Division. In order to meet the above objective, the Division intends to operate within and strengthen the already established network of officials responsible for enterprise restructuring and development within ministries of economy, trade, industry and finance and the major financial and non-financial public and private corporations. In particular, through enhancing policy dialogue and exchange of experiences among policy makers, experts and private sector representatives, ECE will assist member States, upon request, in dealing with key challenges such as: the promotion of domestic and foreign investment; the creation of an environment conducive to transforming the old industries into new ones that are products of the newly emerging knowledge-based economy; the promotion of institutions facilitating new business undertakings, including business incubators, that support innovative small and medium-sized enterprises; and the strengthening of the regulatory and institutional framework for enterprise development as one important aspect of the economic dimension of security. In this way, the most pressing and relevant industrial restructuring and modernization issues will be properly addressed in intergovernmental cooperation and debate. At the same time, this course of action will foster the development and implementation of concerned national policies. Where appropriate and necessary, training and education of policy makers in implementing business development strategies and creating modern institutions for promoting entrepreneurship will also be undertaken.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/247	Integration of the economies in transition into the world economy
57/253	World Summit on Sustainable Development
57/270	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/274	Role of the United Nations in promoting development in the context of globalization and interdependence
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development

Economic and Social Council resolutions

2001/21	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits
2002/34	International Conference on Financing for Development
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council decisions

1997/224	Declaration on the Strengthening of Economic Cooperation in Europe and Plan of Action

Economic Commission for Europe decisions

B (50)	Diversification of forms and methods of the Commission's activities designed to assist countries of the region in transition to a market economy and their integration with the European and global economy
A (52)	Endorsement of the Declaration on the Strengthening of Economic Cooperation in Europe and the Plan of Action

Subprogramme 1
Environment

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015

Economic and Social Council resolutions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Economic Commission for Europe decisions

E (44)	Charter on groundwater management
J (44)	Air pollution
I (45)	Cooperation in the field of environmental protection and water resources and in the field of long-range transboundary air pollution
G (50)	Cooperation in the field of environment and sustainable development
ECE/AC.21/ 2001/3, annex	Decisions and recommendations adopted by the on Transport, Environment and Health, endorsed by ECE at its fifty-sixth session (E/2001/37, para. 46)

Subprogramme 2
Transport

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2003/52	Europe-Africa permanent link through the Strait of Gibraltar
2003/64	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Europe decisions

ECE/AC.21/ 2001/3, annex	Decisions and recommendations adopted by the High-level Meeting on Transport, Environment and Health, endorsed by ECE at its fifty-sixth session (E/2001/37, para. 46)

Subprogramme 3
Statistics

Economic and Social Council resolutions

1989/3	International economic classifications
1993/5	1993 System of National Accounts

Economic Commission for Europe decisions

C (47)	The Fundamental Principles of Official Statistics in the Region of the Economic Commission for Europe

Subprogramme 4
Economic analysis

General Assembly resolutions

50/124	Implementation of the Programme of Action of the International Conference on Population and Development
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and the Platform for Action
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
53/179	Integration of the economies in transition into the world economy
55/162	Follow-up to the outcome of the Millennium Summit
56/228	Follow-up to the International Year of Older Persons: Second World Assembly on Ageing
57/167	Follow-up to the Second World Assembly on Ageing

Economic Commission for Europe decisions

B (46)	Cooperation in the field of economic analysis and assistance to countries in transition
A (50)	The work of the Commission and its future activities

Subprogramme 5
Sustainable energy

General Assembly resolutions

48/165	Renewal of the dialogue on strengthening international economic cooperation for development through partnership
48/190	Dissemination of the principles of the Rio Declaration on Environment and Development
49/111	Report of the Commission on Sustainable Development on its second session

Economic and Social Council resolutions

1991/86	Development and efficient use of energy resources
2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Economic and Social Council decisions

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities

Economic Commission for Europe decisions

I (50)	Cooperation in the field of energy

Subprogramme 6
Trade development

General Assembly resolutions

55/182	International trade and development
55/191	Integration of the economies in transition into the world economy

Economic and Social Council resolutions

1991/76	Promotion of interregional cooperation in the area of international trade facilitation

Economic and Social Council decisions

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"

Economic Commission for Europe decisions

C (49)	Promoting the expansion of trade for products from the countries in transition in international markets

Subprogramme 7
Timber

General Assembly resolutions

54/218	Implementation of and follow-up to the outcome of the United Nations Conference on Environment and Development and the nineteenth special session of the General Assembly

Subprogramme 8
Human settlements

General Assembly resolutions

51/177	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
56/205	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)

ECE Committee on Human Settlements

Ministerial Declaration "Towards a sustainable improvement in living conditions in the ECE region in the 21st century" (ECE/HBP/119/Add.1)

"ECE Strategy for Sustainable Quality of Life in Human Settlements in the 21st Century" (ECE/HBP/119/Add.1 and HBP/1999/4/Rev.1)

Subprogramme 9
Industrial restructuring and enterprise development

General Assembly resolutions

50/95	International trade and development
55/187	Industrial development cooperation
55/191	Integration of the economies in transition into the world economy
57/274	Role of the United Nations in promoting development in the context of globalization and interdependence

Economic and Social Council

Ministerial Declaration on development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy (E/2000/L.9), adopted on 7 July 2000 at the high-level segment of the substantive session of the Economic and Social Council of 2000

Programme 17

Economic and social development in Latin America and the Caribbean

Overall orientation

17.1 The overall purpose of this programme is to promote the economic and social development of Latin America and the Caribbean through interactive cooperation with member States in undertaking a comprehensive analysis of the development process and in providing the relevant operational services.

17.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission and entrusted it, inter alia, with initiating and participating in measures for improving the level of economic and social activity in Latin America and the Caribbean; maintaining and strengthening economic relations among the countries of the region and between them and other countries; making or sponsoring such research and studies as the Commission deemed appropriate; and undertaking or supporting member countries in the collection, evaluation and dissemination of information on regional development issues, trends and policies. The mandate has been set forth in greater detail in various resolutions adopted subsequently by the General Assembly, the Council and the Commission.

17.3 The Commission's overall strategy for achieving the objectives of the programme is structured around 12 interdependent and complementary subprogrammes. It is based on a proposal for improving economic growth rates, fostering international linkages for the region in the world economy and strengthening multilateral trade regimes and regional and subregional integration schemes with a view to increasing productive development with social equity and environmental sustainability.

17.4 The goals and objectives set forth in the Millennium Declaration, as adopted by the General Assembly, will be regarded as a basic source of guidelines and orientation for the implementation of activities related to the programme of work of ECLAC during the period 2006-2007. The strategy also takes into account the relevant provisions of other United Nations global conferences, especially those related to: financing for development; multilateral trade; international migration and poverty reduction; gender mainstreaming; sustainable development at the national and international levels; and furtherance of the special needs of small island developing States. The strategy will be implemented through an integrated approach, disaggregated in each of the subprogrammes at two levels. On one level, the strategy is aimed at achieving stable economic growth rates and productive development with social equity and environmental sustainability, which emerges in its various dimensions in all subprogrammes, and, at another level, notwithstanding the effective specialization of each programme, the strategy places emphasis on the strong links between the subprogrammes. Proposals for public policies focusing primarily on institution-building and the improvement of public regulation are priority aspects of such interrelationships. The strategy places special emphasis, in terms of analytical work, on the formulation of public policies and facilitating its practical implementation by making available operational services in the areas of specialized information, technical assistance and training and by fostering cooperation at the regional and international levels.

17.5 Expected accomplishments by the end of the plan period would include:

(a) Increased effectiveness and efficiency of the Commission in the periodic systematization of information, technical assistance, the monitoring of relevant regional developments, action-oriented research and interaction with various government bodies;

(b) An analysis of development-related issues from a regional perspective, with special emphasis on new trends and their effects on the performance of Latin America and the Caribbean, using an integrated approach, and a comparative analysis of national experiences;

(c) A stronger role in communicating the region's concerns and interests in world forums and highlighting in regional forums the issues that attract world attention;

(d) Increased technical cooperation between developing countries and collaboration in subregional, regional and hemispheric integration schemes;

(e) The generation of new information to support bilateral and multilateral cooperation, particularly in the areas of trade, macroeconomics and fiscal policies, productive and technological development, the efficient use of natural resources, environmental sustainability and gender mainstreaming;

(f) Wider dissemination of ECLAC outputs, modernized channels of communication and use of more effective mechanisms for targeting various user groups.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objective of the Organization: To strengthen linkages between Latin American and Caribbean countries and the global economy and regional cooperation and integration schemes at subregional, regional and hemispheric levels.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased awareness in the countries of the region of the implications and impact of the adoption of conventional and new trade rules and disciplines	(a) (i) Number of downloads of documents and press citations of materials prepared under the subprogramme dealing with the adoption of conventional and new trade rules and disciplines (ii) Number of readers of the flagship publication, *Latin America and the Caribbean in the World Economy*, who consider its analysis and policy recommendations as "useful" or "very useful" for policy formulation
(b) Strengthened understanding and analytical knowledge of member State stakeholders of ways of improving their linkages with the global economy in the context of the parallel advancement of globalization and open regionalism in Latin America and the Caribbean	(b) Number of issues raised by ECLAC that improve linkages with the global markets that are taken into account by policy makers and other member State stakeholders

Strategy

17.6 Substantive responsibility for this subprogramme rests with the Division of International Trade and Integration. The subprogramme will assist Governments to draw on the benefits of, and surmount the main challenges posed by, a multilateral rules-based trading system and to deepen and expand the economic integration processes through analytical and operational activities, including the preparation and dissemination of documents and technical reports and the promotion of technical discussions through panels and expert group meetings and the formulation and execution of technical cooperation projects and other capacity-building activities. The strategy will devote special attention to assist member State stakeholders in: (a) assessing the key analytical and policy issues associated with the World Trade Organization negotiations and the proliferation of regional, subregional and bilateral trade agreements; (b) fulfilling commitments undertaken by signatory countries of various trade and integration agreements; and (c) strengthening their capacities to adapt to the new international environment, including the design of open-economy policies, the improvement of competitiveness and participation in the fastest growing segments of world trade. Attention will also be given to building regional consensus on strategies for addressing the main constraints faced by the countries of the region seeking to derive full benefit from newly established competition and integration schemes and to the special situation of the smaller economies of the region.

Subprogramme 2
Production and innovation

Objective of the Organization: To strengthen the capacity of the countries of the region to design and implement microeconomic and sectoral policies to foster the production, innovation and knowledge systems with due consideration to the economic, social and environmental dimensions and the linkages with the global economy.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding of ECLAC proposals by stakeholders for the design and implementation of policies for productive development	(a) (i) Increased number of stakeholders fostering policies for productive development along the lines of ECLAC recommendations
	(ii) Increased number of downloads from the subprogramme's web site of the main analytical documents and reports presenting policy options and recommendations
	(iii) Number of readers of the flagship publication, *Foreign Investment in Latin America and the Caribbean*, responding to surveys who consider its analysis and recommendations as "useful" or "very useful" for their work
(b) Increased utilization of ECLAC services by member State stakeholder institutions to formulate policies and strategies to enhance the competitiveness of their production structures	(b) (i) Number of member State stakeholder institutions making use of analytical tools developed under the subprogramme
	(ii) Number of participants in training courses organized under the subprogramme that rate them as "useful" or "very useful" for application in their work

Strategy

17.7 Substantive responsibility for the execution of this subprogramme rests with the Division of Production, Productivity and Management. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the Millennium Declaration, in particular those related to the global partnership for development; the promotion of greater commitment to good governance, development and poverty reduction; and efforts to make available the benefits of new technologies, especially information and communication technologies (goal 8 and targets 12 and 18, respectively).

17.8 The strategy will include the generation and dissemination of economic analyses, policy proposals and relevant statistical information, with a view to fostering sectoral and enterprise development in the region providing technical advisory assistance and training services to policy makers and other relevant actors in the region, and promoting the sharing of experiences and best practices among them, including through the holding of expert group meetings. While maintaining its focus on the more traditional agricultural and industrial sectors, the subprogramme will also place special emphasis on services sectors, particularly the emerging area of information and communications technologies, and on the social and environmental dimensions of productive development.

Subprogramme 3
Macroeconomic policies and growth

Objective of the Organization: To strengthen the capacity of Latin American and Caribbean countries to design and implement suitable macroeconomic policies for achieving long-term growth.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased awareness of policy makers in Latin America and the Caribbean of key issues at stake to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework	(a) Increased percentage of users who find the subprogramme's flagship publications "useful"
(b) Increased understanding in Latin American and Caribbean countries of how to reconcile long-term growth with sustainable development	(b) Proportion of beneficiaries of policy advice services provided by the subprogramme that consider the relevant policy recommendations received to be "useful" or "very useful"
(c) Enhanced regional cooperation and increased understanding of the need to develop macroeconomic coordination in the context of regional and subregional integration processes	(c) Number of other participants in ECLAC forums that rate as useful for their work the recommendations made by the subprogramme regarding macroeconomic coordination
(d) Increased awareness on the part of a wider audience about trends in the Latin American and Caribbean economies and their prospective behaviour	(d) Increased number of policy makers, scholars and other users who find the subprogramme's flagship publications as "useful"

Strategy

17.9 Substantive responsibility for the execution of this subprogramme rests with the Economic Development Division. It is expected that the Governments in Latin America and the Caribbean will continue to work towards consolidating macroeconomic stabilization. Formidable challenges lie ahead, however, since the impact of past internal and external disequilibria and the vulnerability of the countries of the region to external shocks are expected to carry over into the future, thus reducing their manoeuvering room for the implementation of countercyclical fiscal and monetary policies. The strategy will consist of continuing with the systematic monitoring of the region's macroeconomic performance with a view to providing timely and accurate information, analysis and options for short-term macroeconomic policy design. The subprogramme will carry out research specifically designed to build its capacity to provide technical cooperation services and other collaboration to Governments, with a view to strengthening the type of long-term macroeconomic governance that is essential for the implementation of growth-oriented policies. The subprogramme will also continue to promote policy harmonization in the context of regional integration and the wider framework of freer trade and increasing international economic integration. This aim will be pursued through the organization of workshops, expert group meetings and other specialized forums for technical debate.

Subprogramme 4
Social development and equity

Objective of the Organization: To accelerate the alleviation of poverty and the attainment of social equity in the region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Fuller understanding and stronger analytical capacity, on the part of the region's Governments and other stakeholders, with respect to long-standing structural and newly emerging social problems affecting underprivileged socio-economic groups	(a) (i) Proportion of beneficiaries of the technical advisory and training services rendered by the subprogramme who regard them as useful for the preparation of diagnostic analyses of the social situation and social trends
	(ii) Increased number of downloads of the *Social Panorama of Latin America*, among other publications and documents, for the purpose of using the analyses and statistics contained in these materials
(b) Strengthened institutional capacity of Governments and other stakeholders in the social policy field to design, implement and assess policies, programmes and projects for enhancing social equity and integration	(b) Number of social programmes, whether designed by Governments or through cooperation among agencies or other social stakeholders, that make explicit use of the methodologies developed under the subprogramme
(c) Strengthened institutional capacity on the part of Governments and other stakeholders to use and exchange information in designing and implementing social policies and programmes	(c) Number of thematic networks of social policy makers or other social stakeholders established for the exchange of information, experiences and good practices in the framework of activities carried out under the programme of work

Strategy

17.10 Substantive responsibility for the execution of this subprogramme rests with the Social Development Division. The strategy will consist of assisting Governments of ECLAC member States and other stakeholders in the area of social development to build their capacities to monitor the social situation and social trends, with a view to formulating and implementing policies, programmes and projects to attain the goal of poverty alleviation and social equity. This strategy will set out to enable the countries of the region to analyse their own experiences by means of up-to-date diagnostic studies on social conditions, especially in relation to income distribution, educational and training resources and opportunities, poverty alleviation and access to social services and employment. The strategy will also include the development of methodological inputs involving the use of sociocultural inclusion and exclusion indicators to complement economic and social indicators in the analysis of the asymmetrical effects of economic, social and sociocultural changes on well-being, particularly in the case of vulnerable population groups. In addition, technical assistance and training activities will be carried out on the formulation, management and assessment of social policies, programmes and projects. These activities will advocate the adoption of a rights-based approach to development in order to make social initiatives more responsive to social demands and more conducive to broader citizen participation. Efforts will be made to promote the dissemination and exchange of information, experiences and good practices in the area of social policy, including through the holding of expert group meetings.

Subprogramme 5
Mainstreaming the gender perspective in regional development

Objective of the Organization: To achieve the mainstreaming of the gender equity agenda into the principal policies of the Governments of the Latin American and Caribbean countries by strengthening the institutionalization of public policies that incorporate a gender perspective.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased adoption of policies to mainstream the gender perspective into the priority areas of the government agendas (economic policy, employment, poverty, social protection, institutional development and security)	(a) (i) Number of programmes in priority areas of government policy that have mainstreamed the gender perspective into their reforms and policies (ii) Number of countries in which agreements and inter-institutional networks have been established to ensure the mainstreaming of the gender perspective into the priority areas of the government agendas
(b) Increased utilization of monitoring tools such as gender indicators and gender planning	(b) (i) Number of countries that have developed a system of gender indicators comparable to those used in the integrated system proposed by ECLAC (ii) Number of countries in which agreements have been established among national statistical institutes, national women's offices and the priority sectors of government policy with regard to the production and exchange of gender statistics for use in public policy-making

Strategy

17.11 Substantive responsibility for the execution of this subprogramme rests with the Women and Development Unit of the Office of the Executive Secretary of the Commission. The strategy of the subprogramme will consist of continuous support to the Regional Conference on Women in Latin America and the Caribbean and its presiding officers. Activities pertaining to cooperation for development will also be pursued in order to build the capacity of the member States of ECLAC to formulate public policies geared towards gender equality in the market, institutions and society at large. These activities will include the provision of substantive and methodological training to national women's offices and sectoral ministries and institutions, in which a particular effort will be made to strengthen relations between civil society and Governments. Headway will also be made in consolidating coordination among agencies of the United Nations system that conduct gender-related activities, both within the region and at the global level. In addition, capacity-building for national institutions will be supported through research on gender relations in the region as a means to help those institutions to become better positioned to deploy their own efforts to deal with the most pressing challenges involved in combating poverty and achieving development with equity, as well as other challenges related to institutional affairs and political participation. Lastly, the subprogramme will streamline the monitoring activities conducted by ECLAC in order to fully identify opportunities for mainstreaming the gender perspective into the substantive work of the Commission.

Subprogramme 6
Population and development

Objective of the Organization: To improve the generation of sociodemographic information and knowledge on population issues for use in social programming in the countries of the region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased technical capacity of the Latin American and Caribbean member States to monitor population trends and tackle population and development issues for use in social programming	(a) Increased number of member States making use of knowledge and information generated under the subprogramme on demographic trends and population and development issues for the design, implementation, monitoring and evaluation of their social programmes and policies
(b) Increased technical capacity of Latin American and Caribbean member States to monitor progress in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the Regional Implementation Strategies of the Madrid Plan of Action as well as the relevant objectives and goals of the Millennium Declaration	(b) Number of countries that have taken action to implement the goals and recommendations of the Programme of Action of the International Conference on Population and Development, the Regional Strategy for the implementation of the Madrid Plan of Action as well as the relevant goals and objectives of the Millennium Declaration and other relevant international conferences related to the field of population and development

Strategy

17.12 Substantive responsibility for the implementation of this subprogramme rests with the Population and Development Division — Latin American and Caribbean Demographic Centre (CELADE). The strategy for the subprogramme includes the provision of substantive and technical inputs to the countries of the region to promote the consideration of population variables in the formulation of their social programmes, especially those aimed at poverty alleviation and the reduction of social inequities. The subprogramme will also support the efforts of member States to implement and monitor the commitments agreed upon at international conferences, in particular those related to the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing of the Second World Assembly on Ageing, as well as the relevant goals and objectives of the Millennium Declaration. Thus, the strategy involves: (a) performing policy-oriented research on key population issues; (b) developing and improving relevant methodologies and techniques for analysing population variables for use in social programming; (c) rendering technical assistance and advisory services to relevant institutions in the member States; (d) carrying out training activities on population-related matters for the benefit of policy makers and other relevant actors in the region; (e) fostering the sharing of experiences and good practices among countries of the region (including horizontal cooperation); and (f) disseminating information and knowledge on demographic subjects. A key component of the strategy is continuing support to the activities of the sessional Ad Hoc Committee on Population and Development of the Commission. The strategy also calls for continued close interaction with and technical support for relevant institutions and national counterparts in the region and for the strengthening and expansion of collaboration and cooperation with other international organizations working on population issues in the region.

Subprogramme 7
Planning of public administration

Objective of the Organization: To improve public sector management in the countries of the region with regard to planning, budgeting and local development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased utilization of the training services provided by the subprogramme regarding programming, budgeting, management of current and capital expenditure and local development	(a) (i) Increased number of ECLAC member States that send professionals to courses organized by the subprogramme (ii) Percentage of participants rating the courses given by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) as "useful" or "very useful" for application in their respective areas of work
(b) Increased utilization of the technical assistance services provided by the subprogramme regarding programming, budgeting, management of current and capital expenditure and local development	(b) (i) Percentage of member States of ECLAC receiving technical assistance from ILPES for institutional strengthening (ii) Number of countries beneficiaries of ILPES technical cooperation services that use methodologies, procedures or institutional frameworks along the line of the subprogramme's recommendations
(c) Increased coordination, sharing of experiences and awareness creation among ECLAC member countries on issues related to public management in the fields of planning, budgeting and evaluation of public-sector activities and local development	(c) (i) Number of stakeholders from ECLAC member States participating in intergovernmental forums, technical meetings, seminars and conferences organized by the subprogramme (ii) Number of downloads of documents and material prepared by the subprogramme from the ILPES web site

Strategy

17.13 Substantive responsibility for this subprogramme rests with the Latin American and Caribbean Institute for Economic and Social Planning, which acts as the Commission's training centre and plays a normative role in the formulation, implementation and evaluation of all training activities offered by the institution. Efforts will be made to organize new training activities geared towards disseminating the Commission's views regarding challenges and potential development paths in the region among university graduate students and professors, academic circles and the media.

17.14 The strategy will centre on strengthening institutional capacities of ECLAC member States for public administration at the national and subnational levels, with regard to planning, budgeting and evaluation of current and capital expenditures as well as subnational development. Particular attention will be paid to two basic subject areas: budgetary policies and public-sector management; and subnational development policies. The first subject area continues to be assigned a high priority on the regional agenda. The subject of subnational development policies has gained importance in the region, thanks to the progress made in implementing decentralization processes in countries with unitary government structures and the active debate in federally organized countries on how to redefine relationships among government organizations at different territorial levels.

17.15 The strategy will be implemented through: the organization and implementation of training courses and workshops designed to serve the needs of relevant national policy makers, civil servants and professional staff in the fields of concern; the servicing of intergovernmental and expert group meetings to provide forums of discussion and to promote the sharing of best practices and technical experiences among participants; and the provision of specialized advisory services and technical cooperation to government institutions on the various issues.

Subprogramme 8
Environment and human settlements

Objective of the Organization: To improve the integration of environmental and urban management considerations into economic, social and land-use policies in the framework of sustainable development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Fuller understanding of the sustainable development and human settlements trends and prospects by the Governments of the region and other stakeholders	(a) (i) Percentage of participants from the countries of the region in the conferences, workshops and training initiatives organized under the subprogramme who rate the knowledge gained as "useful" or "very useful" for their work
	(ii) Increased number of online consultations, downloads and direct inquiries by stakeholders and users of the databases and publications produced under the subprogramme
(b) Enhanced capacity of the Governments of the region to follow up and make progress in the implementation of international and national commitments derived from the outcomes of the World Summit on Sustainable Development, the second United Nations Conference on Human Settlements (Habitat II) and the relevant goals and objectives of the Millennium Declaration	(b) Percentage of ECLAC member States participating in intergovernmental forums, technical meetings, seminars and conferences to review progress in implementation of international commitments derived from the relevant world summits and international conferences

Strategy

17.16 Substantive responsibility for the execution of this subprogramme rests with the Sustainable Development and Human Settlements Division. The strategy will aim to build the capacity of the Governments of the region and other relevant social stakeholders to assess the environmental impacts, costs and benefits of economic and social policies in the region. To that end, steps will be taken to address the need for systematic, reliable and regularly updated databases and indicators for objectively measuring progress towards environmental sustainability. A set of selected indicators will be designed and implemented to monitor current environmental sustainability trends in the region.

17.17 In addition, activities to follow up international and regional multilateral agreements will be carried out to support the countries of the region in formulating and designing environmental sustainability, land use and human settlements policies that are consistent with the goals set out in the Millennium Declaration and in the outcomes of the World Summit on Sustainable Development and the second United Nations Conference on Human Settlements (Habitat II). Priority will also be given to the design and implementation of environmental fiscal policies, economic instruments for environmental management and mechanisms for financing sustainable environmental and urban development at the international, regional and national levels as well as to the analysis of the interaction between trade and the environment. In view of the region's high urbanization indices, the strategy will also focus on national capacity-building for the design and implementation of sustainable development policies for land-use management.

17.18 The subprogramme will achieve these aims by preparing and disseminating analytical papers and technical reports and organizing training courses, expert meetings, seminars and workshops for the discussion of national and subregional policies and systems, with emphasis on strengthening the participation of private sector and civil society stakeholders. It will also offer technical advisory services to the Governments of the region in the areas mentioned and will implement other technical cooperation activities for development geared to end-users.

Subprogramme 9
Natural resources and infrastructure

Objective of the Organization: To promote the adoption of best practices related to sustainable management of natural resources as well as the wider access of the population to public utility services.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened institutional capacity in the countries of the region to formulate policies and regulatory mechanisms for sustainable natural resource management	(a) Increased number of countries and academic, regional and business institutions that act upon the recommendations deriving from the technical cooperation services offered by the subprogramme
(b) Strengthened regulatory capacity in the countries of the region for the provision of infrastructure and public utility services	(b) Increased number of countries that act upon the recommendations deriving from the technical cooperation services offered by the subprogramme
(c) Increased utilization of technical cooperation services offered by the subprogramme	(c) (i) Increased number of requests for technical assistance and specialized support services under the subprogramme for intergovernmental and technical meetings held at the regional, subregional or national level
	(ii) Number of positive assessments of the technical proposals presented under the subprogramme on the basis of reports of ministerial and expert meetings

Strategy

17.19 Substantive responsibility for the execution of this subprogramme rests with the Natural Resources and Infrastructure Division. The strategy will focus on strengthening the technical capacity of the countries of the region to implement and manage sustainable public policies that reconcile growth, the protection of the natural resource endowment and social equity with the sustainable use of natural resources. Efforts will also be made to promote the integration of physical infrastructure to enhance the complementarity of the productive structures of the countries of the region and to improve the use of their resource endowment. In this sense, the strategy will consist of furnishing the countries with analytical studies and systematized information on best practices applied in the region with respect to the regulation and management of natural resources and the provision of infrastructure and public utility services in the context of the goals and targets deriving from the Millennium Declaration. Priority will be given to providing the countries with technical advisory services in the area of regulation, the management of mining, energy and water resources and the provision of infrastructure and public utility services as well as to promoting discussion forums to disseminate new policy options and lessons learned in terms of regulation and management, which will be supplemented by active participation in the physical integration efforts undertaken by the countries of the region. In this regard, special attention will be paid to the follow-up to the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries. Training activities for decision makers, public officials and specialists in the above-mentioned areas will also be offered under the subprogramme.

Subprogramme 10
Statistics and economic projections

Objective of the Organization: To enhance the production and timely dissemination of statistical information and indicators to design and monitor economic and social policies in the region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Modernization of the national accounts of the countries of the region through the incorporation of the new methodological recommendations adopted at the international level in the framework of the System of National Accounts 1993 and their adaptation to the special needs arising from structural changes in the economies	(a) Number of countries in the region regarded by the Statistical Conference of the Americas as having made satisfactory progress in implementing the System of National Accounts 1993 and incorporated satellite accounts, in accordance with international recommendations and their own requirements
(b) Increased utilization of the economic indicators and projections compiled and produced by the subprogramme	(b) (i) Increased number of downloads of the economic indicators and projections made available online by ECLAC (ii) Number of citations and references to ECLAC indicators and projections in the media and external publications
(c) Strengthened capacity on the part of the countries of the region to monitor the fulfilment of the Millennium Development Goals relating to poverty and social well-being and better policies for disseminating harmonized indicators, both at the national level and within the United Nations system	(c) Increased number of countries in the region regarded by the Statistical Conference of the Americas as having made satisfactory progress in incorporating ECLAC methodological recommendations into the design and compilation of poverty and social well-being indicators

Strategy

17.20 Responsibility for the implementation of this subprogramme rests with the Statistics and Economic Projections Division. Given its interdisciplinary nature, the subprogramme will be executed in close collaboration with the other ECLAC divisions, to which it will continue to provide services. The strategy will focus on strengthening the capacity of the national statistical systems of the region to produce and disseminate, in a timely manner and in keeping with international standards and best practices, the statistical information and indicators needed to design and monitor their economic and social policies. This includes refining methodologies in the field of national accounts, statistics and projections and providing technical assistance and training to national statistical offices. Activities in the economic field will include the incorporation of new dimensions relevant to the design and monitoring of development policy as well as expanding the time horizon of the models used for analysing alternative scenarios. In the social field, activities will be undertaken to increase the scope of the measurement of well-being and relative poverty, with special attention to socio-economic vulnerability, exclusion and opportunities. One of the central aims of the strategy is to continue to support and strengthen the activities of the Statistical Conference of the Americas of ECLAC, in particular in its efforts to harmonize and coordinate statistics in the context of regional integration schemes.

Subprogramme 11
Subregional activities in Mexico and Central America

Objective of the Organization: To achieve dynamic, sustainable and qualitatively sound economic development, together with inclusive and equitable social development within a solid democratic institutional framework, to enable the subregion to progress towards fulfilling the goals set forth in the Millennium Declaration.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened understanding and analytical knowledge of member State stakeholders in formulating and implementing policies and programmes regarding the issues indicated in the objective	(a) (i) Increased number of member State stakeholders accessing services and products of ECLAC subprogrammes aimed at strengthening understanding and analytical capacity to formulate and implement policies and programmes
	(ii) Number of member State stakeholders trained in and/or using services and products of ECLAC subprogrammes aimed at strengthening understanding and analytical capacity to formulate and implement policies and programmes
(b) Increased awareness among member States of the development agenda facing the subregion, including its integration process and the global framework	(b) Number of member State stakeholders that consider ECLAC subregional analysis services and products useful in increasing awareness of the development agenda facing the subregion

Strategy

17.21 Substantive responsibility for this subprogramme rests with the ECLAC subregional headquarters in Mexico. The strategy will aim at promoting cooperation among member States of the subregion and strengthening their capacity to formulate policies and strategies conducive to attaining the objective. The strategy will centre on the generation, dissemination and application of innovative knowledge related to the development challenges and policy options facing the subregion through the preparation of research papers and technical reports, multisectoral and interdisciplinary analysis, data processing and systematization and analytical modelling. Increased efforts will be made to work more closely with stakeholders and to take a results-based approach by providing advisory services, training and other technical cooperation and by organizing and promoting specialized forums to share experiences, best practices and lessons learned, with a view to fostering analytical and policy-oriented dialogue in the subregion. Within this institutional framework, the strategy will seek to balance the dissemination of the substantive output and regional perspectives generated by the ECLAC system as a whole with a focus on the subregional dimension and the consideration of the unique needs and concerns of the countries of the subregion. In addition, the subprogramme will continue to actively pursue consultation and to work closely with the specialized agencies and programmes of the United Nations system and other relevant regional and international actors.

Subprogramme 12
Subregional activities in the Caribbean

Objective of the Organization: To achieve dynamic, sustainable and equitable economic and social development, together with improving the linkages between the countries of the Caribbean region and the global economy and consolidating its integration in order to enable the subregion to fulfil the goals set forth in the Millennium Declaration.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved knowledge of member States in formulating and implementing social policies and programmes, integrating gender analysis at the formulation, implementation and evaluation phases	(a) (i) Number of public administrative staff trained in the use of the Social Statistics Database and the Social Vulnerability Index for formulating evidence-based social policy for Caribbean small island developing States (ii) Increased number of policies and programmes using gender mainstreaming methodology formulated by member States in the subregion receiving technical cooperation services from ECLAC in terms of analytical inputs and policy advice
(b) Increased awareness of the new concepts of development and the new regional and global structures and their potential impact on the sustainable development process for the small island developing States in the subregion	(b) Number of governmental policy changes influenced by analytical inputs and policy advice provided by ECLAC to Caribbean countries receiving technical cooperation services
(c) Strengthened technical capacities in the Caribbean countries for implementing the new trade-related commitments and for deriving benefit from new market-access opportunities in the context of integration schemes	(c) Number of strategies to improve linkages with the global markets designed by beneficiaries of the policy advice and training activities of the subprogramme

Strategy

17.22 Substantive responsibility for this subprogramme rests with the ECLAC subregional headquarters for the Caribbean. The strategy will aim at promoting cooperation among member States of the subregion and strengthening their capacity to formulate policies and strategies conducive to attaining the objective. The strategy will thus centre on carrying out applied research related to the particular development challenges and policy options facing the Caribbean countries through the preparation and dissemination of analytical documents and technical reports. In this regard, the focus will be on multisectoral and interdisciplinary analysis, data processing and systematization as well as the preparation of relevant economic and social statistics and indicators. This will allow the subprogramme to continue to monitor economic and social trends in the subregion, including progress towards the implementation of the Caribbean Single Market and Economy and hemispheric integration. The subprogramme will also follow up the implementation of the relevant international commitments agreed upon by the countries of the subregion within the framework of international conferences and world summits sponsored by the United Nations, including those related to the sustainable development of small island developing States, social development, gender equity and population and development. In addition, the subprogramme will address issues of particular significance on the subregional agenda by providing advisory services, training and technical cooperation services to relevant stakeholders in member States, particularly policy makers, civil servants and specialized professional staff. The strategy will also incorporate promotion and advocacy components and the organization of specialized forums to share experiences, best practices and lessons learned, with a view to fostering analytical and policy-oriented dialogue in the subregion. The strategy is intended to balance the dissemination of the substantive output and regional perspectives generated by the ECLAC system as a whole with a focus on the subregional dimension and a consideration of the unique needs and concerns of Caribbean countries.

Legislative mandates

General Assembly resolutions

52/194	Role of microcredit in the eradication of poverty (subprogrammes 3 and 4)
55/2	United Nations Millennium Declaration (all subprogrammes)
56/182	Science and technology for development (subprogrammes 2 and 12)
56/199	Protection of global climate for present and future generations of mankind (subprogrammes 8 and 9)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 5, 11 and 12)
58/172	The right to development (all subprogrammes)
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 1 and 9)
58/207	Human resources development (subprogrammes 2, 4 and 5)
58/214	International Strategy for Disaster Reduction (subprogrammes 11 and 12)
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (subprogrammes 8, 9, 11 and 12)
58/220	Economic and technical cooperation among developing countries (all subprogrammes)
58/221	Programme of Action for the International Year of Microcredit, 2005 (subprogrammes 3 and 4)
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) (subprogrammes 3, 4 and 5)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (all subprogrammes)
58/230	Follow-up to the implementation of the outcome of the International Conference on Financing for Development (all subprogrammes)
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa (subprogrammes 1, 8 and 9)

58/269	Strengthening of the United Nations: an agenda for further change

Economic and Social Council resolutions

1995/4	Science and technology for development (subprogrammes 2, 8 and 12)
1995/54	Science and technology for development (subprogrammes 2 and 12)
1997/2	International migration and development (subprogrammes 6 and 10)
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (all subprogrammes)
1999/5	Poverty eradication and capacity-building (subprogrammes 4 and 5)
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels (subprogrammes 4, 5, 6 and 10)
2001/21	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits (all subprogrammes)
2003/47	International Conference on Financing for Development (all subprogrammes)
2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Economic and Social Council agreed conclusions

2002/1	Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role assigned to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration

Economic Commission for Latin America and the Caribbean resolutions

533 (XXV)	International linkages (subprogrammes 1, 2 and 3)
534 (XXV)	Open regionalism (subprogrammes 1, 2, 3, 8, 11 and 12)
536 (XXV)	Latin American and Caribbean Regional Plan of Action on Population and Development (subprogrammes 6, 11 and 12)
544 (XXV)	Activities on environment and development (subprogrammes 1, 8, 9, 11 and 12)
546 (XXV)	Programme of further cooperation and integration between Latin America and the Caribbean (subprogrammes 1, 2, 3, 4, 11 and 12)
552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean (subprogrammes 1, 2, 3, 7, 8, 9, 11 and 12)
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges (subprogrammes 3, 4, 7 and 9)
571 (XXVII)	Poverty, population and fiscal expenditures (subprogrammes 3, 4, 5 and 6)
589 (XXIX)	Programme of work of the Economic Commission for Latin America and the Caribbean for the biennium 2004-2005 (all subprogrammes)

595 (XXIX)	Brasilia resolution on globalization and development (all subprogrammes)

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

General Assembly resolutions

58/197	International trade and development

Subprogramme 2
Production and innovation

General Assembly resolutions

57/243	Industrial development cooperation

Economic and Social Council resolutions

2003/19	World Summit on the Information Society

Economic Commission for Latin America and the Caribbean resolutions

549 (XXV)	Coordination for development

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

53/172	The financial crisis and its impact on growth and development, especially in the developing countries
58/203	External debt crisis and development

Subprogramme 4
Social development and equity

General Assembly resolutions

58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/133	Policies and programmes involving youth
58/141	International cooperation against the world drug problem

Economic and Social Council resolutions

1995/17	Enhanced regional cooperation to reduce the risks of drug abuse
1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
1999/18	Policies and programmes involving youth

1999/29	Action Plan for the Implementation of the Declaration on the Guiding Principles of Drug Demand Reduction
2002/26	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2003/11	Policies and programmes involving youth

Economic Commission for Latin America and the Caribbean resolutions

535 (XXV)	World Summit for Social Development

Subprogramme 5
Mainstreaming the gender perspective in regional development

General Assembly resolutions

58/145	Convention on the Elimination of All Forms of Discrimination against Women
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development

Economic and Social Council resolutions

1997/17	Agreed conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action for the Fourth World Conference on Women
1998/11	Mid-term review of the system-wide medium-term plan for the advancement of women, including the status of women in the Secretariat
1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Beijing Platform for Action
1998/26	Advancement of women: implementation of the Beijing Platform for Action and the role of operational activities in promoting, in particular, capacity-building and resource mobilization for enhancing the participation of women in development
1999/17	Agreed conclusions of the Commission on the Status of Women on critical areas of concern identified in the Beijing Platform for Action
2001/5	Agreed conclusions of the Commission on the Status of Women on thematic issues
2003/44	Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

558 (XXVI)	Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
568 (XXVII)	Follow-up to the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
576 (XXVIII)	Follow-up to the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001

Subprogramme 6
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
58/134	Follow-up to the Second World Assembly on Ageing
58/208	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population

Economic Commission for Latin America and the Caribbean resolutions

555 (XXVI)	Latin American Demographic Centre
556 (XXVI)	Latin American and Caribbean Regional Plan of Action on Population and Development
569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC
590 (XXIX)	Population and development: priority lines of action for 2002-2004

Subprogramme 7
Planning of public administration

General Assembly resolutions

50/225	Public administration and development
58/231	Public administration and development

Economic Commission for Latin America and the Caribbean resolutions

340 (AC.66)	Eighth extraordinary session of the Committee of the Whole of ECLAC
554 (XXVI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
581 (XXVIII)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 8
Environment and human settlements

General Assembly resolutions

51/177	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
57/253	World Summit on Sustainable Development
58/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic Commission for Latin America and the Caribbean resolutions

545 (XXV)	Housing and urban development in Latin America and the Caribbean
594 (XXIX)	World Summit on Sustainable Development

Subprogramme 9
Natural resources and infrastructure

General Assembly resolutions

58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/217	International Decade for Action, "Water for Life", 2005-2015

Economic and Social Council resolutions and decisions

1996/50	Integrated water resources development and management
1996/303	Recommendations of the Committee on New and Renewable Sources of Energy and on Energy for Development at its second session

Subprogramme 10
Statistics and economic projections

Economic and Social Council resolutions

1993/5	1993 System of National Accounts
2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

Economic Commission for Latin America and the Caribbean resolutions

580 (XXVIII)	Establishment of the statistical conference of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 11
Subregional activities in Mexico and Central America

General Assembly resolutions

50/58	Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: special economic assistance to individual countries or regions
58/117	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America
58/214	International Strategy for Disaster Reduction
58/228	Third United Nations Conference on the Least Developed Countries
58/239	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development

Economic and Social Council resolutions

2003/17	Programme of Action for the Least Developed Countries

Subprogramme 12
Subregional activities in the Caribbean

General Assembly resolutions

57/41	Cooperation between the United Nations and the Caribbean Community
57/261	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolutions

2003/51	Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations

Economic Commission for Latin America and the Caribbean resolutions

574 (XXVII)	Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
587 (XXIX)	Caribbean Development and Cooperation Committee

Programme 18

Economic and social development in Western Asia

Overall orientation

18.1 The overall orientation of programme 18 is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and other countries of the world. ESCWA is responsible for the implementation of the programme.

18.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) of 9 August 1973 and 1985/69 of 26 July 1985, establishing ESCWA and amending the terms of reference to underscore the social functions of the Commission. Further direction is provided in ESCWA resolution 220 (XX) of 27 May 1999, on the adoption, by ESCWA member countries, of the Beirut Declaration, which envisioned an enhanced role for the Commission at the regional level; and, by the recommendation of the Commission at its twenty-first session (May 2001) that activities focus on a limited number of priorities, on Arab regional integration and on the study of mechanisms that would activate such integration. The internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, dealing with such matters as trade, sustainable development, social development, finance, and information and communication technologies, provide further policy direction to the programme.

18.3 In the biennium 2006-2007, ESCWA will reinforce the orientation set out in the reform and restructuring effort undertaken in 2002-2003 to achieve its full potential and reap the benefits in terms of improved programme outcomes. The key priority areas identified at that time — globalization and regional integration, social policies, water and energy, and information and communication technologies — remain valid and are reflected in the strategic framework. Attention should be focused on Arab regional integration and the study of mechanisms that would activate this integration and on reviewing the existing organizational structure of the secretariat in order best to serve Arab integration. These priorities both are an integral part of the global agendas and are region-specific.

18.4 Overall, the programme seeks to promote successful outcomes in the countries of Western Asia in key areas of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. The programme is structured around seven interdependent and complementary subprogrammes, which, on the basis of core analytical and normative work and through regional coordination and cooperation, aim in particular, on the request of member countries, to enhance capacity development so as to assist in building consensus and negotiating agreements in global and regional forums and to assist in formulating, implementing and monitoring policies, strategies, programmes and measures and in establishing and managing related mechanisms. A salient feature of the strategy is to strengthen the capacity of member countries to prepare for, monitor and follow up progress towards internationally agreed development goals, including those contained in the Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992 with a view to achieving agreed goals and targets. Other important elements are awareness-raising, policy dialogue, advocacy and advice, knowledge-sharing and networking, training and technical support and, importantly, assisting member countries in coping with the multidimensional requirements of globalization by fostering competitiveness on the basis of economic efficiency and the acquisition of the requisite technological skills, advising them on the integration of the human and social dimensions of development into their policies by focusing on capacity-building with regard to human resources and proposing mechanisms through which to identify the specifications and qualifications required of human resources that would enable member countries to become the driving force of social and economic development.

18.5 As the Western Asia region continues to be beset by instability and wanting for peace, ESCWA will continue to give special emphasis to countries emerging from conflict and the governance of recovery, pursuant to ESCWA resolution 241 (XXII). The recent evolving situation in the region requires flexibility to quickly respond to emerging issues, such as youth employment.

18.6 To ensure system-wide coherence, ESCWA will undertake its work in close cooperation and coordination with other United Nations entities, including the Bretton Woods institutions and the World Trade Organization (WTO). As an active member of the Executive Committee on Economic and Social Affairs, ESCWA will devote attention to ensuring clarity in the roles and responsibilities of global and regional bodies with regard to follow-up on internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. ESCWA will continue to collaborate with regional and national organizations, as well as with civil society and the private sector.

Subprogramme 1
Integrated policies for the management of regional resources for sustainable development

Objective of the Organization: To improve the sustainable management and use of natural resources in the region, with particular emphasis on water, energy, environmental protection and the production sectors.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member countries to formulate and adopt integrated environmentally sound policies and measures and introduce mechanisms to improve the sustainable management of natural resources, with particular emphasis on the water, energy and production sectors	(a) (i) Increased number of countries formulating and adopting policies and measures and introducing mechanisms to improve sustainable resource use and management
	(ii) Increased number of policies adopted and implemented by countries in the region to protect the environment and decrease pollution
(b) Improved performance and competitiveness of small and medium-sized enterprises by networking and clustering and harnessing technology and innovation	(b) (i) Increased number of business associations that facilitate the development of clusters and networks of small and medium-sized enterprises
	(ii) Increased number of measures adopted to improve the use of technology and innovation
(c) Increased application of measures and approaches for integrated water resource management among member countries for the prevention of water- and environment-related disputes	(c) Increased number of measures applied by member States relating to integrated water resources management, shared water resources and environmental impacts
(d) Increased use by member countries of tools and techniques to enhance productivity and competitiveness in the production sectors	(d) Number of countries adopting innovative technology and management initiatives to enhance competitiveness and more sustainable and efficient use of such technology

Strategy

18.7 The ESCWA region is suffering from a scarcity of water resources and their inefficient use, which is manifested in wasteful consumption patterns, particularly in the agricultural sector. The region also suffers from disputes over rights to shared water resources. On the other hand, the abundance of fossil fuel energy in some member countries has encouraged unsustainable production and consumption patterns that have an adverse impact on the environment. Also, the rural areas have limited access to energy services. The production sectors suffer from low productivity and weak competitiveness, due mainly to the inefficient use of resources, insufficient networking and clustering and poor use of technology. Costs of environmental protection have not yet been fully taken into consideration in the production process.

18.8 This subprogramme, which is under the responsibility of the Sustainable Development and Productivity Division, will concentrate on facilitating the formulation and implementation of sustainable development strategies, policies and programmes and on assisting member countries in their follow-up to the Johannesburg Plan of Implementation and in achieving its targets, as well as the Millennium Development Goals and targets, especially target 9, on integrating the principles of sustainable development into country policies and programmes and reversing the loss of environmental resources, and target 10, on sustainable access to safe drinking water and basic sanitation, of goal 7, on ensuring environmental sustainability. The subprogramme will continue to serve as a forum for promoting policy dialogue as a means to reach common positions and enhance synergies among the countries of the region; facilitate regional cooperation, particularly in the management of shared water resources, and enhance negotiation skills to prevent disputes; support national and regional capacity-building in priority areas of sustainable development, especially in the fields of integrated management of water resources and energy efficiency; facilitate the establishment and coordination of mechanisms for monitoring and reporting on environmental issues; assist small and medium-sized enterprises through clustering and networking and improving their use of technology; and improve linkages between technology and sectoral development in order to harness the efforts of individual member countries so as to enhance competitiveness and turn innovations into an effective vehicle for development. Efforts will be made to assist member countries in filling the gaps in vertical chains and/or in introducing knowledge-based high-tech industries by promoting development of the production and service sectors in order to achieve maximum value added, competitiveness and sustainability in the economies of member countries and the region. Measures to facilitate capacity-building will be identified in order to enhance the productivity, competitiveness and environmental compatibility of service, industrial and agricultural outputs. This will be achieved by undertaking research and analytical studies, convening meetings and seminars, disseminating best practices and building capacity through workshops and advisory services on priority sustainable development issues related to water, energy, the environment and the production sectors.

Subprogramme 2
Integrated social policies

Objective of the Organization: To strengthen coherent and integrated national social policies that are region-specific and culturally sensitive and to strengthen also community development action towards reducing social inequity and enhancing social stability in the region.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States requesting assistance to formulate integrated social policies and programmes that are region-specific and culturally sensitive	(a) (i) Increased number of countries adopting an approach of integrated social policies and programmes (ii) Increased number of countries that formulate population and social policies aimed at vulnerable and disadvantaged groups
(b) Increased capacity of civil society institutions in implementing community development mechanisms	(b) (i) Increased number of civil society institutions and local communities adopting the approach and mechanisms developed by ESCWA for social services at the local level (ii) Increased number of networking mechanisms among civil society institutions and local communities

Strategy

18.9 The ESCWA member countries are confronted by political instability, an imbalance in the provision of basic social services between urban and rural areas and between the different social strata and widening disparities in income distribution, associated with increasing poverty and unemployment. National social policies are often conflicting and seldom harmonized and are frequently formulated and implemented, in some member countries, with little input from local communities or civil society institutions. They do not foster a rights-based approach to development. Development potential is further impeded by the failure to develop human capital, notably youth, women and vulnerable and disadvantaged social groups such as the disabled and victims of conflict.

18.10 In 2006-2007, the strategy of this subprogramme, which is under the responsibility of the Social Development Division, is to shift the focus from the sectoral approach of 2002-2003 and build on advocacy for integrated social policies in 2004-2005 by enhancing the capacity of member States, at their request, to formulate integrated social policies. There will be increased emphasis on assisting member countries in the implementation of the plans of action of the global conferences and Millennium Development Goals (1, 4, 5 and 8); supporting member countries in strengthening institutions and the capacity of national and regional mechanisms, leading to integrated regional responses and concerted actions; assisting member countries in formulating integrated policy action with particular regard to poverty and unemployment reduction, with a focus on youth, women and the disabled; supporting member countries and local authorities in formulating appropriate, innovative and integrated policies and programmes on population and development; improving the physical environment and advocating partnerships between governments and municipalities; increasing capacity for popular participation in urban development at the local level particularly in cities and other urban areas; and assisting in post-conflict recovery measures. The subprogramme will continue to serve as a forum for promoting policy dialogue and networking, increasing popular participation and providing technical cooperation, including advisory services on various social issues and on the production and dissemination of gender-sensitive social statistics and indicators.

Subprogramme 3
Economic analysis and forecasting for regional development

Objective of the Organization: To strengthen macroeconomic policy-making for short-term economic growth and sustainable economic development in member countries, including those emerging from conflict.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding of the use of macroeconomic variables and indicators of performance for economic forecasting in policy-making and planning	(a) Increased percentage of target users of the flagship publications and other economic studies indicating their satisfaction with the information and advice contained therein
(b) Improved national capacity to formulate macroeconomic policy and development programmes	(b) Increased number of macroeconomic policies and development programmes formulated and tools developed by member countries, including those emerging from conflict

Strategy

18.11 The region is suffering from low rates of economic growth and investment, resulting in high unemployment rates, particularly among youth. During the past quarter of a century, several countries in the region have experienced war and civil conflict, resulting in the destruction of physical productive capacities and infrastructure, as well as a significant weakening of institutional and human resource capacities. For other member countries, the prevailing atmosphere of great economic and political uncertainty within the region has undermined prospects for steadier development, high rates of investment and productivity growth. As market size has been constricted and intraregional integration has faced obstacles, economic growth rates have remained low and obstacles and barriers to participation in the multilateral trading system remain.

18.12 The strategy of this subprogramme, which is under the responsibility of the Economic Analysis Division, includes two new elements, namely, advocacy for the coordination of macroeconomic policies among the countries of the region and the provision of assistance on macroeconomic issues and policies to countries emerging from conflict. Other elements of the strategy include (a) enhancing policy-making options through economic projections and forecasts; (b) in-depth analyses of economic developments and trends; (c) analysis of the main trends in the performance of production sectors; and (d) analysis of fiscal and monetary developments and policies, including trends in foreign and domestic debt and trends in the environment of increased competitiveness. A greater effort will be made to provide quality advisory services in economic policy to complement analytical work. The subprogramme will use quantitative techniques and produce impact analyses and continue to analyse issues of uncertainty and risk that affect investment, economic growth and unemployment.

Subprogramme 4
Regional integration and responding to globalization

Objective of the Organization: To improve the management of challenges posed and opportunities offered by globalization to strengthen regional integration among member countries by facilitating transboundary flows of goods, information, services, persons and capital and to mobilize sufficient financial resources for development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced ability of member countries to implement policies and measures recommended by the Monterrey Consensus on financing for development	(a) Increased number of policies and measures adopted by member countries to implement the Monterrey Consensus
(b) Enhanced capacity of member countries to implement and monitor the integrated transport system in the Arab Mashreq	(b) Increased number of policy measures adopted by member countries to implement the integrated transport system in the Arab Mashreq
(c) Greater participation in the multilateral trading system	(c) Increased number of rules, regulations and policies adopted by member countries in conformity with WTO provisions and regional agreements
(d) Increased facilitation of transboundary flows of goods, services, persons and capital among member countries	(d) Number of countries accepting and/or adopting harmonization schemes proposed by ESCWA in order to facilitate transboundary flows of goods, persons and capital

Strategy

18.13 Despite the various efforts made towards regional integration among member States in the 1950s, the basic requirements for achieving economic integration have not been established. In a world moving increasingly towards the establishment of large economic blocs, regional economic integration becomes a matter of vital importance. Two major impediments to regional and international integration and increased competitiveness are backwardness of the transport sector and obstacles and barriers to participation in the multilateral trading system. Most ESCWA member countries were latecomers to the multilateral trading system and need to adapt and cope with its requirements to avoid marginalization and increase their competitiveness. Furthermore, the region, in general, has not succeeded in mobilizing sufficient financial resources for development needs.

18.14 The strategy of this subprogramme, which is under the responsibility of the Globalization and Regional Integration Division, will be to develop the mechanism for implementing the agreements on the integrated transport system in the Arab Mashreq and monitor their implementation. After developing the road and railway transport agreements, the subprogramme will endeavour to reach an agreement on maritime transport and facilitate measures for air transport in the region. Emphasis will also be placed on strengthening the negotiation skills of member States in respect of the WTO negotiation process, continuing to increase their understanding of the opportunities and challenges presented by WTO as well as regional integration agreements, defining obstacles and barriers to participation in the multilateral trading system and organizing awareness drives on the role of the Arab free-trade area and other bilateral agreements. Furthermore, the subprogramme will continue to assist member countries, at their request, in implementing the Monterrey Consensus of the International Conference on Financing for Development. Support will be provided in enhancing regional development by analysing existing credit and investment policies and formulating specific recommendations for the improvement of existing investment laws, regulations and incentives in order to increase significantly the attractiveness of member countries to domestic and foreign investors, with particular emphasis on intraregional capital flows and the return of capital invested outside the region. The subprogramme will facilitate dialogue among member countries as a means of reducing differences and reaching common positions; increase understanding by undertaking research and analytical studies, convening meetings and disseminating best practices; and build capacity through workshops and advisory services.

Subprogramme 5
Information and communication technology for regional integration

Objective of the Organization: To narrow the digital divide to build an inclusive development-oriented information society and knowledge-based economy.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments	(a) (i) Increased number of member countries implementing strategies and plans of action for building the information society and knowledge-based economy, in line with regional and international agreements and recommendations
	(ii) Member countries show improvement in Millennium Development Goal indicators 47 and 48, related to goal 8, target 18, on information and communication technologies
(b) Activated partnership for implementing information and communication technology projects to achieve socio-economic development, with particular emphasis on the Millennium Development Goals	(b) (i) Increased number of new partnerships between stakeholders of the information society, focused on development in the region
	(ii) Increased number of governmental institutions and national stakeholders participating in information and communication technology partnerships and knowledge networks

Strategy

18.15 Western Asia suffers from a widening digital divide: at the internal level, between Gulf and other member countries, on the one hand, and between cities and rural areas, on the other; and externally, between the region and other regions of the world. Currently, information and communication technology indicators for the region as a whole are lower than world averages. At the same time, the region has development potential that needs to be exploited in building the information society, particularly in terms of the common language and cultural heritage. Greater efforts need to be deployed in increasing literacy and education levels and tapping human resources and talents, especially among women and the growing youth population.

18.16 Through regional preparations for the second phase of the World Summit on the Information Society, the subprogramme, for which the Information and Communication Technology Division is responsible, will serve as a forum for dialogue to adopt joint positions and formulate harmonized policies and strategies on information and communication technologies so as to enhance socio-economic development and increase regional integration among member States. It is imperative to raise awareness of the need to move towards a knowledge-based economy, as well as of the importance of regional collaboration and partnership in building the information society, building institutional capacity in information and communication technology, enhancing digital Arabic content and developing the information and communication technology sector. The subprogramme will contribute to the establishment of coordination and cooperation mechanisms between regional players, both private and public, engaged in information and communication technology development activities and to the creation of new partnerships. Research, analytical studies, meetings, knowledge networking and advisory services will contribute to this endeavour. Pilot projects for employment creation and poverty reduction through information and communication technology will also be launched and their best practices disseminated in the region. Support will be provided to member countries in the context of a regional plan of action for building the information society that respects the particularities and linguistic and cultural priorities of the region.

Subprogramme 6
Comparable statistics for improved planning and decision-making

Objective of the Organization: To improve the production and use of harmonized and comparable economic, social and sectoral statistics, including gender-disaggregated statistics.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of ESCWA member States to produce harmonized macroeconomic, international trade and sectoral statistics	(a) (i) Increased number of countries implementing international standards in the production of trade and transport statistics, sectoral statistics and the 1993 System of National Accounts (ii) Increased utilization of sectoral statistics and indicators, especially with regard to regional integration among member States and indicators and statistics in new areas
(b) Strengthened skills of national statistical officials to produce gender-disaggregated social statistics and indicators in specialized areas such as population, education, unemployment, and other systems of statistics and data required to measure progress towards achieving the Millennium Development Goals and for monitoring the implementation of the outcomes of major global conferences	(b) (i) Increased number of national reports containing gender-disaggregated social statistics and indicators in other specialized areas (ii) Increased number of national statistical offices that provide data for measuring progress towards achieving the Millennium Development Goals and for monitoring the implementation of the outcomes of major global conferences

Strategy

18.17 ESCWA countries are faced with the challenge of producing and disseminating data and statistics that are comparable and timely to respond to their national and the international development agendas. Better harmonization of statistics through the adoption of international standards and concepts is essential for enhancing the quality of these data and making them available for use by policy makers and analysts in member countries.

18.18 The Statistics Coordination Unit will coordinate the statistical functions within ESCWA. Each of the substantive divisions of ESCWA will implement the statistical component that is related to its mandate.

18.19 The subprogramme will be oriented towards assisting member countries, at their request, in implementing international standards and improving the consistency and reliability of national statistics. It will increase the capacity of member countries to produce gender-disaggregated statistics and indicators and monitor progress towards achieving the internationally agreed development goals, including the Millennium Development Goals. It will also assist the countries of the region in adopting and applying the scientific standards employed internationally for amassing, analysing and disseminating statistical data and indicators, with a view to enabling those countries to formulate economic and social policies and monitor progress towards the achievement of national development objectives. A variety of modalities, including publications, meetings, workshops and advisory services, will be employed to build national capacities. Greater effort will be made to increase the electronic dissemination of statistics and indicators.

Subprogramme 7
Advancement and empowerment of women

Objective of the Organization: To increase the focus on women and gender issues with a view to reducing gender imbalances and empowering women.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of national mechanisms for the empowerment and advancement of women to address gender imbalances and mainstream a gender perspective	(a) (i) Increased number of gender units or autonomous or permanent national mechanisms for women established by member countries
	(ii) Increased number of countries adopting a gender-mainstreaming approach in national policies
(b) Increased civil society institution involvement in and contribution to policy dialogue with governments on gender issues and monitoring the implementation of the recommendations of global conferences	(b) Increased number of non-governmental organizations involved in policy dialogue on gender issues and in monitoring the implementation of global conferences

Strategy

18.20 The region is characterized by low rates of women's participation in the economic, social and political domains, despite their increased educational levels. Although the constitutions of most ESCWA countries recognize women's equal civil and political rights, this has not been translated in practice into women's full realization of their civic, legal and political rights. The political participation rate of women is one of the lowest in the world. The participation of civil society institutions in policy dialogue at the regional level, as well as their contribution to the implementation of recommendations of global conferences, and the monitoring thereof, is rather modest.

18.21 This subprogramme reflects the determination of ESCWA to increase its focus on women's issues and ameliorate the status and participation of women in the region, pursuant to ESCWA resolution 240 (XXII) of April 2003. The ESCWA Centre for Women, which serves as the secretariat of the Committee on Women, will assume a major role in the region in assisting in gender mainstreaming, empowering women and promoting gender equality. It will also strive to promote partnerships between governments and civil society institutions.

18.22 To achieve its objective, the subprogramme will pursue the strategy of raising awareness and understanding of women's issues and of the vital role of non-governmental organizations in this respect; promoting dialogue on critical areas of concern for the advancement of women and for fostering partnerships between civil society institutions and governments; facilitating the reaching of common regional positions with regard to women's issues; assisting member countries in formulating realistic action-oriented gender equality policies; and promoting gender mainstreaming. The subprogramme will also monitor developments with respect to the status of women and will evaluate indicators and statistics with a view to assisting member countries, at their request, to formulate an integrated policy for the advancement and empowerment of women in the region. This will be achieved by complementing normative activities with the provision of technical assistance, including advisory services, to member countries and civil society institutions.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/113	Assistance to the Palestinian people (all subprogrammes)
58/129	Towards global partnerships (all subprogrammes)
58/172	The right to development (all subprogrammes)
58/207	Human resources development (all subprogrammes)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 4 and 5)

Economic and Social Council resolutions

1996/46	Regional cooperation in the economic, social and related fields (all subprogrammes)
1999/5	Poverty eradication and capacity-building (all subprogrammes)
2000/27	Basic indicators for the integrated and coordinated implementation of the follow-up to major United Nations conferences and summits at all levels (all subprogrammes)
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system (all subprogrammes)
2003/56	Science and technology for development (subprogrammes 1 and 5)

Economic and Social Commission for Western Asia resolutions

220 (XX)	Adoption of the Beirut Declaration (all subprogrammes)
241 (XXII)	The impact of the lack of stability in the Arab region on economic and social development (all subprogrammes)

Subprogramme 1
Integrated policies for the management of regional resources for sustainable development

General Assembly resolutions

57/243	Industrial development cooperation
57/253	World Summit on Sustainable Development
57/271	World Food Summit: five years later
58/200	Science and technology for development

58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/211	International Year of Deserts and Desertification, 2006
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
58/243	Protection of global climate for present and future generations of mankind

Economic and Social Council resolutions

1991/85	Water resources development and progress in the implementation of the Mar del Plata Action Plan
1991/86	Development and efficient use of energy resources

Economic and Social Commission for Western Asia resolutions

244 (XXII)	Cooperation between ESCWA member countries with respect to shared water resources and the Arab network for the integrated management of water resources
34 (XXI)	Rationalization and increased efficiency of energy and the use of renewable sources of energy

Subprogramme 2
Integrated social policies

General Assembly resolutions

58/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/131	Cooperatives in social development
58/132	Implementation of the World Programme of Action concerning Disabled Persons: towards a society for all in the twenty-first century
58/133	Policies and programmes involving youth
58/134	Follow-up to the Second World Assembly on Ageing
58/146	Improvement of the situation of women in rural areas
58/222	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
58/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2003/15	Agreed conclusions on national and international cooperation for social development
2003/62	Coordinated implementation of the Habitat Agenda

Subprogramme 3
Economic analysis and forecasting for regional development

General Assembly resolutions

58/202	International financial system and development
58/220	Economic and technical cooperation among developing countries
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development

Subprogramme 4
Regional integration and responding to globalization

General Assembly resolutions

57/240	Enhancing international cooperation towards a durable solution to the external debt problem of developing countries
58/193	Globalization and its impact on the full enjoyment of all human rights
58/197	International trade and development
58/202	International financial system and development
58/203	External debt crisis and development
58/220	Economic and technical cooperation among developing countries
58/221	Programme of Action for the International Year of Microcredit, 2005
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence
58/230	Follow-up to and implementation of the outcome of the International Conference on Financing for Development

Economic and Social Commission for Western Asia resolutions

243 (XXII)	Adoption of the Agreement on International Railways in the Arab Mashreq

Subprogramme 5
Information and communication technology for regional integration

General Assembly resolutions

57/238	World Summit on the Information Society
57/295	Information and communication technologies for development

58/200	Science and technology for development
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence

Economic and Social Council resolutions

2003/48	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States

Economic and Social Commission for Western Asia resolutions

245 (XXII)	The ESCWA initiative for activating the role of science, technology and technological innovation in achieving the Millennium Goals
246 (XXII)	The formulation of a regional plan of action for an information society

Subprogramme 6
Comparable statistics for improved planning and decision-making

Economic and Social Council resolutions

1993/5	System of National Accounts

Economic and Social Commission for Western Asia resolutions

247 (XXII)	The development of statistical work in the ESCWA region

Subprogramme 7
Advancement and empowerment of women

General Assembly resolutions

58/142	Women and political participation
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development

Economic and Social Council resolutions

2003/9	The establishment within the Economic and Social Commission for Western Asia of a committee on women

Programme 19
Human rights

Overall orientation

19.1 The purpose of the United Nations human rights programme is to promote universal enjoyment of all human rights by giving practical effect to the will and resolve of the world community as expressed by the United Nations. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations, the Vienna Declaration and Programme of Action, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121 of 20 December 1993; the mandate of the United Nations High Commissioner for Human Rights as defined in resolution 48/141 of 20 December 1993; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policy-making bodies, including, in particular, General Assembly resolutions 55/2 of 8 September 2000 on the United Nations Millennium Declaration, 56/95 of 14 December 2001 on the follow-up to the outcome of the Millennium Summit and 57/300 of 20 December 2002 on strengthening of the United Nations: an agenda for further change. The programme is based on the principles and recommendations of the Vienna Declaration and Programme of Action.

19.2 The programme is under the responsibility of the United Nations High Commissioner for Human Rights, who performs her or his functions under the direction and authority of the Secretary-General, in accordance with General Assembly resolution 48/141. The Office of the United Nations High Commissioner for Human Rights (OHCHR) acts as the focal point for and provides the leading role on all human rights activities of the United Nations.

19.3 The Office will continue to strive for the universal realization of all human rights for all through the implementation of the Charter's provisions on human rights and of the international human rights instruments adopted by the United Nations. The decisions of policy-making organs will guide this effort. Emphasis will be placed on the enhancement of cooperation at the international, regional and national levels, keeping in mind the values of the Millennium Declaration, which calls for promoting democracy and strengthening the rule of law and respect for all internationally recognized human rights and fundamental freedoms, including the right to development. Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, upholding the principle of equality and non-discrimination, combating discrimination on grounds of race, sex, language or religion, advancing the rights of children and women, spreading education about human rights at all levels of education, responding to the needs of the vulnerable for protection, and addressing situations of international concern identified by the Commission on Human Rights and other relevant United Nations organs.

19.4 Increased support will be provided to Member States, at their request, in national capacity-building, human rights education and training through advisory services, technical cooperation activities and field activities and operations. All human rights will be addressed in an integrated, interrelated and interdependent manner by stimulating and coordinating action across the United Nations system. The Office of the High Commissioner will continue to provide support to human rights organs and treaty-monitoring bodies and to support efforts to strengthen, rationalize and streamline the United Nations machinery in the field of human rights, as requested by the General Assembly in its resolution 48/141, and work with United Nations partners to increase support for national human rights capacity-building. OHCHR will continue to take gender fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and protection is offered under law. It will also seek to increase awareness and understanding of human rights issues.

19.5 The OHCHR strategy will be guided by the lessons learned from the 2002-2003 biennium, in particular with regard to reflecting measurements of achievement that can be realistically implemented by the Secretariat.

Subprogramme 1
Human rights mainstreaming, right to development, research and analysis

(a) Human rights mainstreaming

Objective of the Organization: To advance the promotion and protection of human rights and to integrate human rights into development, humanitarian and rule-of-law activities.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of United Nations system agencies and United Nations country teams to incorporate human rights aspects into their development, humanitarian and rule-of-law activities and to assist Member States, at their request, in building and strengthening national capacities	(a) (i) Increased number of human rights policy guidelines adopted by United Nations system agencies and inter-agency mechanisms (ii) Increased number of projects and activities undertaken by United Nations system agencies and United Nations country teams that include human rights as part of their development work
(b) Wider knowledge within the entire United Nations system, including United Nations country teams, of human rights issues	(b) Number of resident coordinators and country teams trained and advised by OHCHR

Strategy

19.6 OHCHR will pursue an integrated and multidimensional strategy for the integration of human rights into development, humanitarian and rule-of-law activities in cooperation and collaboration with United Nations system agencies, mindful of human rights norms and the decisions of policy-making organs. The strategy will focus on:

(a) Placing human beings at the centre of United Nations programmes and activities in the development and humanitarian areas, thus contributing to the promotion and protection of human rights at the country level;

(b) Furthering the understanding and development of methodologies to enhance the incorporation of human rights aspects in United Nations programmes and activities for development, including by promoting a rights-based approach to development;

(c) Contributing to the capability of the United Nations system and United Nations country teams to assist Member States, at their request, in building and enhancing national capacities in human rights.

(b) Right to development

Objective of the Organization: To advance the promotion and protection of the right to development.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Wider integration and/or inclusion of the promotion and protection of the right to development, aimed at the full realization of the right to development, in particular across human rights programmes and the relevant programmes of work of the departments and offices of the United Nations, the specialized agencies and major international organizations and forums related to this issue	(a) (i) The extent to which the right to development has been included in the work programmes of the departments and offices of the United Nations, the specialized agencies and other relevant intergovernmental organizations, with a compilation of examples of concrete steps taken in that regard (ii) The extent to which the mandates relevant to the right to development given to the Secretariat, including the holding of seminars and workshops, have been fulfilled
(b) Enhanced awareness, knowledge and understanding of the right to development	(b) The extent to which the activities of the Office of the High Commissioner have contributed to increasing knowledge, awareness and understanding in order to advance the full realization of the right to development

Strategy

19.7 OHCHR will pursue an integrated and multidimensional strategy for the implementation of the right to development in cooperation and collaboration with United Nations system agencies, in accordance with the Declaration on the Right to Development (General Assembly resolution 41/128, annex) and subsequent mandates and the Vienna Declaration and Programme of Action, with the aim of facilitating action to be taken by relevant bodies of the United Nations system, including treaty bodies, as well as other relevant international institutions and organizations and non-governmental organizations. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by specialized agencies and United Nations treaty bodies;

(b) Providing substantive support to the Commission on Human Rights and to its Working Group on the Right to Development;

(c) Encouraging the inclusion of the promotion and protection of the right to development in technical cooperation assistance to countries, upon request;

(d) Promoting national implementation of the right to development through coordination with countries;

(e) Identifying obstacles at the national and international levels for the implementation of the right to development and promoting awareness about the content and importance of the right to development, including through informational and educational activities.

(c) Research and analysis

Objective of the Organization: To strengthen respect for all human rights by increasing knowledge, awareness and understanding of human rights issues through research and analysis.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, including women, children, persons belonging to minorities, indigenous people, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of involuntary disappearances	(a) Increased number of measures taken to realize, promote and protect all human rights and fundamental freedoms and their enjoyment by members of those groups
(b) Strengthened efforts that contribute to the elimination of racism, racial discrimination, xenophobia and related intolerance	(b) Increased number of measures taken to eliminate racism, racial discrimination, xenophobia and related intolerance

Strategy

19.8 The strategy will focus on:

(a) Supporting the indivisibility, interdependence and interrelatedness of all human rights by providing support to the established mandates; contributing to the elimination of racism, racial discrimination, xenophobia and new forms of discrimination; promoting the rule of law and democracy; reducing poverty; and strengthening respect for the enjoyment of all human rights and fundamental freedoms by everyone, including women, children, persons belonging to minorities, indigenous people, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of involuntary disappearances;

(b) Advancing knowledge, awareness and understanding of all human rights, including through research, policy-oriented analysis and the development of methodologies in the area of human rights education and training activities and in specialized human rights reference services, as well as wider inclusion in advisory services and training provided to countries, upon request, of measures to be taken to promote and implement human rights;

(c) Wider inclusion in advisory services and training provided to countries, upon request, of measures to be taken to combat racism, racial discrimination, xenophobia and related intolerance and enhancement of research and analysis in the area of combating racism, racial discrimination, xenophobia and related intolerance.

Subprogramme 2
Supporting human rights bodies and organs

Objective of the Organization: To support the United Nations human rights bodies and organs and to facilitate their deliberations by ensuring and enhancing their effective functioning, with a view to supporting the implementation of human rights instruments and the enjoyment of all human rights and fundamental freedoms by everyone at the national level.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely delivery of required and appropriate support to intergovernmental bodies, expert bodies and treaty bodies, inter alia, in order to reduce the reporting burden of States parties	(a) (i) Increased percentage of documents submitted on time, in compliance with the relevant rules and regulations for the issuance of documentation (ii) Maintenance of the current interval between the date of receipt of a State party's report and the date of its consideration by the relevant treaty body
(b) Timely delivery of required and appropriate support to intergovernmental bodies, expert bodies and treaty bodies, inter alia, in order to contribute to reducing the time taken to prepare a complaint for consideration by the appropriate reviewing mechanisms	(b) Reduction in the interval between the submission of a complaint and its review, as appropriate, by the relevant mechanisms
(c) Harmonization and standardization of treaty body documentation	(c) Reduction in the number of documents and improvement of their structure and analytical information
(d) Promotion and enhancement of awareness of the concluding observations and recommendations made by treaty bodies	(d) Increase in activities undertaken to promote and enhance awareness of the concluding observations and recommendations made by treaty bodies

Strategy

19.9 The OHCHR strategy will include:

(a) Providing substantive and technical support, as well as ensuring the analytical capacity of human rights treaty bodies for the review of reports of States parties and for the processing of complaints under international treaties;

(b) Contributing to enhancing the effective functioning of human rights bodies and organs, including the Commission on Human Rights, through support for the improvement, rationalization and streamlining of existing procedures in coordination with governments, experts, specialized agencies, other international organizations, national institutions and non-governmental organizations in their work;

(c) Facilitating deliberations and decision-making by human rights bodies;

(d) Coordinating and streamlining OHCHR documentation, through its Documents Processing Unit, while maintaining efforts to rationalize documentation, including through initiatives to reduce the volume of documentation submitted to intergovernmental and expert bodies by OHCHR;

(e) Contributing to efforts to promote awareness and knowledge of the importance of all international human rights treaties;

(f) Promoting full implementation of the human rights treaties by States parties;

(g) Promoting ratification of the human rights conventions.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: To cooperate with countries in strengthening national human rights promotion and protection systems.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of United Nations agencies at the country level to assist countries at their request, including through the provision of advisory services and technical and financial assistance, in the development of national promotion and protection systems	(a) Increased number of United Nations country teams supporting national human rights promotion and protection systems, including an increased number of requests from Member States received and fulfilled by the Office of the High Commissioner for the provision of advisory services and technical and financial assistance
(b) Enhanced capacity of United Nations agencies, at the country level, to assist countries, at their request, in the development of legislation that is in accordance with human rights instruments	(b) Increased level of cooperation with countries in the development of laws and policy documents for adoption or revision by them
(c) Increased support, provided at the request of countries, aimed at enhancing institutional capacity at the national level to promote and protect human rights	(c) Increased level of cooperation with countries in the development of national human rights institutions with a view to the realization of all human rights and fundamental freedoms
(d) Enhanced awareness and increased knowledge and understanding of human rights instruments	(d) Increased level of cooperation with countries in the development of human rights training and education programmes in the formal education system and for core professional groups (law enforcement officials, prison officials, judges and lawyers)

Strategy

19.10 The OHCHR strategy will include:

(a) Enhancing the capacity of United Nations country teams and of other departments and agencies of the United Nations system to assist countries in the establishment and development of national promotion and protection systems guided, inter alia, by the recommendations of human rights treaty bodies and the human rights monitoring mechanisms of the Commission on Human Rights. This includes assisting the human rights components of United Nations peace missions and United Nations economic and social commissions, inter alia, by raising awareness and promoting specialized knowledge about human rights through the organization of training courses, seminars and workshops and the production of a wide range of educational, training and informational material and, through joint projects, the deployment of human rights advisers or the provision of expert advice from OHCHR headquarters and regional offices;

(b) Providing human rights legal advice, education and training through technical cooperation programmes aimed at strengthening the administration of justice, combating impunity and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action. The assistance will be provided at the request of Member States through technical cooperation projects and field offices. Special emphasis will be placed on the need for a more strategic approach, with clear entry criteria, and for strengthened project cycle management tools;

(c) Strengthening regional and subregional cooperation for the protection and promotion of human rights and strengthening cooperation with regional and subregional organizations, bearing in mind their respective mandates;

(d) Ensuring the efficient and effective functioning of the country-specific special procedures of the Commission on Human Rights and of OHCHR field offices.

Subprogramme 4
Support for human rights thematic fact-finding procedures

Objective of the Organization: To ensure the effective functioning of human rights monitoring mechanisms by assisting special rapporteurs and representatives, experts and working groups mandated by policy-making bodies in order to protect potential victims and reduce the occurrence of human rights violations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved cooperation between special procedures mandate holders and other mechanisms of the human rights machinery	(a) Increased number of references to recommendations made by the thematic mandate holders contained in the concluding observations and recommendations of treaty bodies, in United Nations partner reports and programmes and in OHCHR technical cooperation projects
(b) Improved coordination among thematic special procedures mandate holders	(b) Increased number of joint actions by two or more special procedures mandate holders
(c) Enhanced awareness of the thematic and country-specific recommendations of thematic fact-finding procedures	(c) Increase in activities undertaken to promote awareness of the thematic and country-specific recommendations made by fact-finding procedures
(d) Provision of information to victims on remedies available at the national and international levels for human rights violations	(d) Increase in activities undertaken to disseminate information on remedies

Strategy

19.11 OHCHR will strengthen its research, analytical, communications, information and logistical support for thematic procedures and fact-finding bodies by:

(a) Reinforcing dialogue and cooperation between thematic special procedures and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and victims themselves;

(b) Enhancing assistance to mandate holders, including through the preparation of information regarding alleged violations and situations for review and the provision of support to missions and meetings, by improving the methodology used to consider and analyse information with respect to situations of alleged human rights violations and by facilitating their capacity to report on issues within their mandates and make recommendations about alleged human rights violations and thematic issues and to issue thematic and country-specific studies;

(c) Enhancing the provision of substantive and logistical support for fact-finding missions and meetings;

(d) Contributing to increasing knowledge and awareness of the methodology and findings of the thematic special procedures;

(e) Facilitating operational linkages between these procedures' findings and capacity-building programmes for human rights protection systems and the United Nations technical cooperation programmes.

Legislative mandates

General Assembly resolutions

48/141	High Commissioner for the promotion and protection of all human rights (subprogramme 1)
55/2	United Nations Millennium Declaration
58/160	Global efforts for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (subprogrammes 1 and 4)

Commission on Human Rights resolutions

2002/2	Strengthening of the Office of the United Nations High Commissioner for Human Rights
2003/44	Integrating the human rights of women throughout the United Nations system (subprogrammes 1 and 2)
2003/60	Enhancement of international cooperation in the field of human rights (subprogrammes 1 and 3)
2003/62	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights (subprogramme 1)

Subprogramme 1
Human rights mainstreaming, right to development, research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
50/157	Programme of activities for the International Decade of the World's Indigenous People
54/133	Traditional or customary practices affecting the health of women and girls
55/192	Culture and development
56/140	International Decade of the World's Indigenous People
56/165	Globalization and its impact on the full enjoyment of all human rights
56/265	Third Decade to Combat Racism and Racial Discrimination
56/267	Measures to combat contemporary forms of racism and racial discrimination, xenophobia and related intolerance
57/166	United Nations Literacy Decade: education for all

57/211	Human rights and extreme poverty
57/213	Promotion of a democratic and equitable international order
57/221	Strengthening of the rule of law
58/129	Towards global partnerships
58/158	International Decade of the World's Indigenous People
58/159	The incompatibility between democracy and racism
58/161	Universal realization of the right of peoples to self-determination
58/167	Human rights and cultural diversity
58/168	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
58/170	Enhancement of international cooperation in the field of human rights
58/171	Human rights and unilateral coercive measures
58/172	The right to development
58/173	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
58/174	Human rights and terrorism
58/179	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
58/180	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization
58/181	United Nations Decade for Human Rights Education, 1995-2004
58/182	Effective promotion of the Declaration on the Rights of Persons Belonging to National, Ethnic, Religious and Linguistic Minorities
58/183	Human rights and the administration of justice
58/186	The right to food
58/187	Protection of human rights and fundamental freedoms while countering terrorism
58/188	Respect for the purposes and principles contained in the Charter of the United Nations to achieve international cooperation in promoting and encouraging respect for human rights and for fundamental freedoms and in solving international problems of a humanitarian character
58/189	Respect for the principles of national sovereignty and diversity in electoral processes as an important element for the promotion and protection of human rights

58/192	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
58/193	Globalization and its impact on the full enjoyment of all human rights

Economic and Social Council resolutions and decisions

2001/245	Racism, racial discrimination, xenophobia and related intolerance
2003/12	Comprehensive and integral international convention to promote and protect the rights and dignity of persons with disabilities
2003/45	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
2003/232	Genetic privacy and non-discrimination
2003/242	Question of the realization in all countries of the economic, social and cultural rights contained in the Universal Declaration of Human Rights and in the International Covenant on Economic, Social and Cultural Rights, and study of special problems which the developing countries face in their efforts to achieve these human rights
2003/243	Effects of structural adjustment policies and foreign debt on the full enjoyment of all human rights, particularly economic, social and cultural rights
2003/244	The right to food
2003/245	Adequate housing as a component of the right to an adequate standard of living
2003/246	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2003/253	Working group of the Commission on Human Rights to elaborate a draft declaration in accordance with paragraph 5 of General Assembly resolution 49/214 of 23 December 1994
2003/254	Working Group on Indigenous Populations of the Subcommission on the Promotion and Protection of Human Rights and the International Decade of the World's Indigenous People
2003/256	Protection of human rights and fundamental freedoms while countering terrorism
2003/261	The right to development
2003/264	The Social Forum

2003/265	Discrimination in the criminal justice system
2003/266	Housing and property restitution in the context of refugees and other displaced persons
2003/267	Indigenous people's permanent sovereignty over natural resources
2003/268	The prevention of human rights violations caused by the availability and misuse of small arms and light weapons
2003/271	International Decade of the World's Indigenous People
2003/306	Proposal for a second international decade of the world's indigenous people

Commission on Human Rights resolutions

1999/46	Contemporary forms of slavery
2001/48	Traffic in women and girls
2001/112	Fundamental standards of humanity
2002/45	Conscientious objection to military service
2002/47	Human rights in the administration of justice, in particular juvenile justice
2002/55	Tolerance and pluralism as indivisible elements in the promotion and protection of human rights
2002/73	Human rights and international solidarity
2002/84	Human rights and thematic procedures
2002/105	Promotion of the realization of the right to drinking water and sanitation
2003/4	Combating defamation of religions
2003/17	Human rights and unilateral coercive measures
2003/18	Question of the realization in all countries of the economic, social and cultural rights contained in the Universal Declaration of Human Rights and in the International Covenant on Economic, Social and Cultural Rights, and study of special problems which the developing countries face in their efforts to achieve these human rights
2003/19	The right to education
2003/20	Adverse effects of the illicit movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights
2003/21	Effects of structural adjustment policies and foreign debt on the full enjoyment of all human rights, particularly economic, social and cultural rights

2003/22	Women's equal ownership, access to and control over land and the equal rights to own property and to adequate housing
2003/23	Globalization and its impact on the full enjoyment of human rights
2003/24	Human rights and extreme poverty
2003/25	The right to food
2003/26	Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
2003/27	Adequate housing as a component of the right to an adequate standard of living
2003/28	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
2003/29	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
2003/30	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2003/33	Human rights and forensic science
2003/34	The right to restitution, compensation and rehabilitation for victims of grave violations of human rights and fundamental freedoms
2003/35	Strengthening of popular participation, equity, social justice and non-discrimination as essential foundations of democracy
2003/36	Interdependence between democracy and human rights
2003/37	Human rights and terrorism
2003/39	Integrity of the judicial system
2003/40	Hostage-taking
2003/41	The incompatibility between democracy and racism
2003/47	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)
2003/49	Human rights of persons with disabilities
2003/50	Rights of persons belonging to national or ethnic, religious and linguistic minorities
2003/55	Working Group on Indigenous Populations
2003/56	Human rights and indigenous issues

2003/57	Working Group of the Commission on Human Rights to elaborate a draft declaration in accordance with paragraph 5 of General Assembly resolution 49/214 of 23 December 1994
2003/58	Working Group on Indigenous Populations of the Subcommission on the Promotion and Protection of Human Rights and the International Decade of the World's Indigenous People
2003/61	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
2003/63	Promotion of a democratic and equitable international order
2003/65	The role of good governance in the promotion of human rights
2003/66	Convention on the Prevention and Punishment of the Crime of Genocide
2003/67	The question of the death penalty
2003/68	Protection of human rights and fundamental freedoms while countering terrorism
2003/69	Human rights and bioethics
2003/70	United Nations Decade for Human Rights Education
2003/71	Human rights and the environment as part of sustainable development
2003/72	Impunity
2003/83	The right to development
2003/107	The Social Forum
2003/108	Discrimination in the criminal justice system
2003/109	Housing and property restitution in the context of refugees and other displaced persons
2003/112	The prevention of human rights violations caused by the availability and misuse of small arms and light weapons
2003/117	International Decade of the World's Indigenous People

Subcommission on the Promotion and Protection of Human Rights resolutions

1998/8	The relationship between the enjoyment of economic, social and cultural rights and the right to development, and the working methods and activities of transnational corporations
2003/16	Responsibilities of transnational corporations and other business enterprises with regard to human rights

Subprogramme 2
Supporting human rights bodies and organs

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
44/25	Convention on the Rights of the Child
55/88	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
57/202	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights
58/156	The girl child
58/165	International Covenants on Human Rights
58/190	Protection of migrants

Economic and Social Council resolutions and decisions

1503 (XLVIII)	Procedure for dealing with communications relating to violations of human rights and fundamental freedoms
1979/36	Further promotion and encouragement of human rights and fundamental freedoms
1990/48	Enlargement of the Commission on Human Rights and the further promotion of human rights and fundamental freedoms
1999/256	Rationalization of the work of the Commission on Human Rights

Economic and Social Council agreed conclusions

1998/2	Coordinated follow-up to and implementation of the Vienna Declaration and Programme of Action

Commission on Human Rights resolutions

2003/9	Cooperation with representatives of United Nations human rights bodies

Subprogramme 3
Advisory services, technical cooperation and field activities

Commission on Human Rights resolutions

2003/1	Question of Western Sahara
2003/3	Situation in occupied Palestine
2003/5	Human rights in the occupied Syrian Golan
2003/7	Israeli settlements in the occupied Arab territories
2003/8	Human rights situation of the Lebanese detainees in Israel
2003/10	Situation of human rights in the Democratic People's Republic of Korea
2003/11	Situation of human rights in Turkmenistan
2003/12	Situation of human rights in Myanmar
2003/13	Situation of human rights in Cuba
2003/14	Situation of human rights in Belarus
2003/15	Situation of human rights in the Democratic Republic of the Congo
2003/16	Situation of human rights in Burundi
2003/73	Regional cooperation for the promotion and protection of human rights in the Asian and Pacific region
2003/75	Regional arrangements for the promotion and protection of human rights
2003/76	National institutions for the promotion and protection of human rights
2003/77	Situation of human rights in Afghanistan
2003/78	Assistance to Somalia in the field of human rights
2003/79	Situation of human rights in Cambodia
2003/80	Situation of human rights in Sierra Leone
2003/81	Technical cooperation and advisory services in Chad
2003/82	Technical cooperation and advisory services in Liberia
2003/84	Situation of human rights in Iraq
2003/85	Abduction of children in Africa

General Assembly resolutions

57/88	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
57/225	Situation of human rights in Cambodia

57/300	Strengthening of the United Nations: an agenda for further change
57/336	Comprehensive review of the whole question of peacekeeping operations in all their aspects

Subprogramme 4
Support for human rights thematic fact-finding procedures

Commission on Human Rights resolutions

2003/2	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
2003/31	Question of arbitrary detention
2003/32	Torture and other cruel, inhuman or degrading treatment or punishment
2003/38	Question of enforced or involuntary disappearances
2003/42	The right to freedom of opinion and expression
2003/43	Independence and impartiality of the judiciary, jurors and assessors and the independence of lawyers
2003/45	Elimination of violence against women
2003/46	Human rights of migrants
2003/51	Internally displaced persons
2003/52	Human rights and mass exoduses
2003/53	Extrajudicial, summary or arbitrary executions
2003/54	Elimination of all forms of religious intolerance
2003/64	Human rights defenders
2003/86	Rights of the child

General Assembly resolutions

57/214	Extrajudicial, summary or arbitrary executions
58/162	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
58/164	Torture and other cruel, inhuman or degrading treatment or punishment
58/177	Protection of and assistance to internally displaced persons
58/178	Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms

58/184	Elimination of all forms of religious intolerance
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict

World Conference on Human Rights

A/CONF.157/24	Vienna Declaration and Programme of Action, paragraph 95
	Annual meeting of special rapporteurs, special representatives, experts and chairpersons of working groups of the special procedures of the Commission on Human Rights and of the advisory services programme

Programme 20

Protection of and assistance to refugees

Overall orientation

20.1 The overall objective of this programme is to provide international protection to refugees and others of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, as well as to ensure the provision of humanitarian assistance to them. Assistance is one aspect of international protection and is a means of facilitating it. It is rooted in and grows out of the protective nature of the work of the Office of the United Nations High Commissioner for Refugees (UNHCR). In its operational activities, UNHCR seeks to integrate protection and humanitarian assistance. The pursuit of durable solutions to the problems of refugees is the heart of protection and the principal purpose of this programme. The framework for the provision of international protection was further spelled out in the "Agenda for Protection" endorsed by the Executive Committee of the Programme of the United Nations High Commissioner for Refugees and welcomed by the General Assembly in 2002.[4]

20.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that returnees receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being on return (see resolution 40/118). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations, and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (see resolution 48/116), working in cooperation with the United Nations Emergency Relief Coordinator (see resolution 58/153). As regards the assistance activities of UNHCR, the basic provisions of the statute were expanded by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 of 22 December 2003 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate, the Office was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

20.3 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto. In addition, there are a number of other international instruments of relevance, such as the 1989 Convention on the Rights of the Child. At the regional level, there are also important instruments and declarations, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity, the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama, and the San José Declaration on Refugees and Displaced

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[4] *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 12 A* (A/57/12/Add.1), annex IV.

Persons.

20.4 UNHCR is responsible for the implementation of the programme.

20.5 The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and various organizations and pursued with a continued strong emphasis on improving efficiency, transparency and accountability, especially through the development of an integrated operations management system. Notable among them are the following:

(a) The pursuit of comprehensive strategies, in cooperation with States and organizations as and when appropriate ("Convention Plus Agreements"), aimed at mitigating and preventing the causes of forced population movements as well as finding solutions to them when they occur;

(b) The ongoing development of a legal regime of international protection, in particular through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) The further development of contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced human displacement;

(d) Ensuring that UNHCR and its partners provide humanitarian assistance in an environmentally sensitive manner and in such a way that it is supportive of and reinforces development initiatives to the extent possible;

(e) Ensuring that UNHCR and its partners incorporate into all aspects of its protection programmes and the delivery of humanitarian assistance the particular needs and capacities of refugee women and elderly refugees and the special needs of refugee children and adolescents;

(f) The further development, in consultation with concerned parties, of options to ensure the security and the civilian and humanitarian character of refugee camps and settlements as well as security in areas of return and to explore further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials, in the conduct of their duties, to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(g) The systematic follow-up to relevant recommendations in the plans of action emanating from recent and upcoming international conferences;

(h) The involvement, as soon as possible, of other humanitarian and development organizations, both national and international, in providing assistance to refugees and host communities and in the search for durable solutions.

20.6 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as contained in General Assembly resolution 1166 (XII).

Subprogramme 1
International protection

Objective of the Organization: To provide international protection to refugees and to others of concern to the United Nations High Commissioner for Refugees and to seek solutions to their problems.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced international cooperation in the protection of refugees and others of concern	(a) Increased number of additional accessions to the relevant legal instruments
(b) Improved observation by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement	(b) Number of States adopting or amending national refugee legislation or related administrative arrangements in line with the 1951 Refugee Convention
(c) Enhanced protection of refugee women and children	(c) (i) Increased percentage of unaccompanied and separated children for whom durable solutions are found (ii) Increased percentage of sexual and gender-based violence survivors who have received psychosocial, medical, legal, or any other form of support (iii) Increased number of UNHCR staff trained on gender and children's policy responses
(d) Increased use of comprehensive and regional approaches to preventing and resolving refugee situations and other forms of involuntary displacement	(d) Number of States subscribing to "Convention Plus Agreements" and the number of such agreements concluded
(e) Progress towards finding durable solutions to the many instances of forced displacement	(e) (i) Increased number of refugees and other persons of concern who return from situations of forced displacement in the framework of programmes of voluntary repatriation to the countries of origin (ii) Increased number of persons for whom durable solutions are found (iii) Increased number of actors involved in activities aimed at promoting the self-reliance of returnees and providing support to host countries and countries of origin in order to promote durable solutions

Strategy

20.7 This subprogramme falls under the overall responsibility of the Department of International Protection. The overall objective is multifaceted and will be pursued in a number of ways. Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. The monitoring of the observance by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve working especially for the establishment by States of fair and efficient procedures for the determination of refugee status or, as appropriate, other mechanisms to ensure that persons in need of international protection are identified and granted such protection, and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms. To ensure a more effective response to the protection needs of refugee women, children and adolescents, a more concerted effort to mainstream the policies and guidelines relating to refugee women, children and adolescents will be continued through the work of specially trained interdisciplinary UNHCR country teams. The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials will be another means of achieving the stated objective. In addition, when, on the basis of a specific request of the Secretary-General or a competent principal organ of the United Nations, and with the consent of the State concerned, UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To revitalize old partnerships and build new ones in support of the international refugee protection system, efforts to promote collaboration on refugee protection with a wide range of actors, including the Office of the United Nations High Commissioner for Human Rights, will be continued. In order to find permanent solutions to the problems of refugees, efforts will be made to promote the development of more comprehensive and regional approaches, as and when appropriate, in the form of "Convention Plus Agreements", to resolving refugee situations.

Subprogramme 2
Assistance

Objective of the Organization: To ensure the provision of humanitarian assistance to those of concern to the Office of the High Commissioner from the outset of an emergency until such time as the beneficiaries have been successfully reintegrated in their communities of origin or have access to other durable solutions, as appropriate, while at the same time paying particular attention to the capacity and needs of the priority categories of refugee women, children and adolescents and the elderly.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality of life of refugees benefiting from care and maintenance programmes	(a) (i) Increased number of primary health-care facilities per 10,000 refugees established by UNHCR, as well as other quantifiable improvements brought about with the assistance of UNHCR to meet the basic needs of refugees (ii) Increased percentage of refugees participating in community-based structured programmes on HIV/AIDS
(b) Strengthened partnerships with other actors, especially sister United Nations and bilateral development agencies, in addressing the needs of refugees and returnees	(b) Increased number of coordinated initiatives of relevant United Nations agencies aimed at addressing needs of refugees or returnees and the surrounding communities
(c) Progress in regard to the mainstreaming of programme priorities established by the Executive Committee, namely refugee women, refugee children and adolescents, the elderly and the environment	(c) Increased percentage of country operations plans reflecting these key categories, with clear indications of impact indicators/outputs
(d) Further improvement of the level of UNHCR emergency preparedness and contingency planning	(d) Number of emergency preparedness arrangements and contingency plans elaborated in response to potential refugee emergencies
(e) Progress in strengthening local capacity to cope with refugee situations	(e) Number of countries assisted by UNHCR to strengthen their capacity to cope with refugee situations

(f) Promotion of operational cooperation to better assist people of concern to UNHCR through sufficient voluntary contributions provided by the international community in a spirit of burden-sharing and international solidarity	(f) (i) Number of government agencies involved in the support of countries hosting/reintegrating refugees in accordance with the High Commissioner's strategy of repatriation, reintegration, rehabilitation and reconstruction (ii) Achievement of a sufficient increase in the level of voluntary contributions provided by the international community (iii) Number of refugees assisted and repatriated or for whom other durable solutions are found, as appropriate

Strategy

20.8 The subprogramme is under the responsibility of the Department of Operations, which embraces the various regional operations. UNHCR will engage in a number of strategies. It is concerned that assistance, whenever possible, should be delivered in such a way that it involves the recipients and taps their potential. This participatory approach will be part of a broader situation analysis which will also include improved demographic data deriving from the new registration tools (resulting from Project Profile in 2004-2005) and the use of the standards and indicators for the sectors as established in the practical guide to the systematic use of standards and indicators in UNHCR operations. This approach should lead to a significant improvement in the quality of the Office's assistance programmes, especially for refugee women, children and the elderly.

20.9 In providing assistance, UNHCR will aim to enhance the self-reliance of returnees and, where feasible, that of refugees rather than increasing their dependency. UNHCR, in close cooperation with its partners, has developed a framework for durable solutions. This framework will aim to ensure that the Office's assistance activities are directed towards a durable solution to the plight of refugees. It will focus, as appropriate, on the following elements: (a) the promotion of development and humanitarian assistance for refugees through better targeting of such assistance to countries and areas hosting large numbers of refugees over protracted periods; (b) the establishment of so-called "4Rs" programmes for returnees and internally displaced persons of concern to UNHCR. These will ensure the linkages between repatriation, reintegration, rehabilitation and reconstruction. Using a country-specific approach, the programmes will provide an overarching framework for institutional cooperation between UNHCR and its development partners and are an integral part of transition strategies; and (c) the promotion of a relevant strategy of development in those areas where local integration of refugees is acceptable to the host countries. Work to implement this framework will be pursued, inter alia, through the Office's membership in the United Nations Development Group. To anchor the return of those forcibly displaced to their communities of origin, the Office will continue to ensure linkages between broader development efforts and humanitarian assistance. In that regard, UNHCR, when formulating programmes, will work closely with development entities and international financial institutions to ensure a comprehensive approach to programme planning.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

General Assembly resolutions

58/151	Office of the United Nations High Commissioner for Refugees
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate

Executive Committee

A/AC.96/965/Add.1	Agenda for Protection
EC/53/SC/INF.3	Framework for durable solutions for refugees and persons of concern

Programme 21

Palestine refugees

Overall orientation

21.1 The General Assembly, by its resolution 302 (IV) of 8 December 1949, established the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) as a separate entity within the United Nations system and mandated it to provide continued assistance for the relief of Palestine refugees. Since starting its work in 1950, UNRWA has become the largest operational agency in the Middle East, demonstrating its capacity to adapt and enhance its programmes as required to meet the evolving needs of refugees and to cope with developments in the region. It stands ready to continue doing so during the biennium 2006-2007 in accordance with the triennial mandate it receives from the General Assembly, the most recent of which was resolution 56/52 of 10 December 2001, by which the Assembly extended UNRWA's mandate until June 2005.

21.2 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 10-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX) of 17 December 1974, the General Assembly decided that, with effect from 1 January 1975, the expenses relating to the emoluments of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

21.3 The strategic objectives of UNRWA for the biennium 2006-2007 are to sustain its investment in the human resources of Palestine refugees, to support the social and economic development of their communities and to provide targeted relief and support for refugees experiencing special hardship. The Agency also provides emergency assistance to vulnerable refugee communities in situations of acute distress. Beginning in 2000, over and above its regular services to refugees, the Agency provided emergency assistance to over 1.2 million refugees affected by the strife in the occupied Palestinian territory. It plans to continue these services as necessary. Should the strife in the occupied Palestinian territory continue or intensify, the deteriorating economic conditions of the refugees, the restrictions on the flow of goods, services and staff members and the heavy demands of emergency operations on staff will affect service provision to the refugees.

21.4 During 2006-2007, UNRWA will also provide, on an exceptional basis, services to the non-refugee poor living within refugee communities, in keeping with past practice. Under the responsibility of its Commissioner-General, UNRWA aims to achieve its objectives by maintaining provision of a targeted blend of education, health, relief, social and microfinance services to eligible Palestine refugees. Eligible registered Palestine refugees, who are located in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, are projected to number some 4.4 million in 2006. Gender issues remain a major concern of the Agency in all its programme areas. In 2006-2007 UNRWA will build on key achievements in this area by further developing its gender-mainstreaming practices. A key activity in this regard is the development and implementation, during the biennium 2004-2005, of an Agency-wide gender strategy, through which the Agency expects to realize identifiable accomplishments in 2006-2007.

21.5 The Palestine refugees rely on the Agency to provide a range of basic services for their well-being. The Agency, which is entirely dependent on voluntary funding to implement its programmes, and which has contended with chronic funding shortfalls in recent years, will continue to maintain efficient and cost-conscious management and to carry out strategic planning and programme assessments, as necessary, in order to preserve the quality and scope of its services for a rapidly growing refugee population. To engage the international community on, inter alia, ensuring funding and UNRWA programme needs, the Agency is planning a major international conference to be hosted by the Government of Switzerland in June 2004. Furthermore, in early 2004, the Agency prepared a five-year strategic plan (2004-2008) to identify the activities and resources necessary to upgrade services and rehabilitate infrastructure. In each subprogramme area, including general education and technical and vocational training, maternal and child health care and disease prevention, poverty alleviation and microfinance, the Agency has sought to achieve programme results consistent with the targets and commitments established by the United Nations system, such as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. UNRWA will continue, in its five areas of operation, to maintain its efforts to achieve this consistency throughout 2006-2007, including in the areas of educational services, health services, relief and social services and income-generating programmes, and will continue to undertake projects to improve infrastructure and socio-economic conditions.

Subprogramme 1
Education

Objective of the Organization: To meet the basic educational and training needs of Palestine refugees, in particular children and youth, and to enhance their educational and employment opportunities.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improve the quality of education provided to the Palestine refugee population at all levels and increase its coverage	(a) (i) Pass rate for pupils in the basic education cycle (ii) Number of additional educational facilities or other infrastructure facilities constructed or renovated (iii) Number of education staff from various categories (teaching and non-teaching) trained
(b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries	(b) Percentage of the curricula adapted or improved relative to the total number of modifications required
(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions	(c) Percentage of the curricula adapted or improved relative to the total number of modifications required

Strategy

21.6 The strategy in attaining the objective includes:

(a) Supporting schools to ensure that each eligible Palestinian child has a place in school, where he/she receives quality education, and improving the services provided in vocational and technical training centres for better job opportunities;

(b) Maintaining an environment conducive to learning and meeting the needs arising from the natural growth in the refugee population through upgrading and construction of facilities and enhancing the skills and competencies of the Agency's teaching and training staff;

(c) Fostering work relationships with ministries of education in order to have ample time to respond to changes;

(d) Ensuring that equipment, tools and teaching aids are updated;

(e) Ensuring the maintenance of full gender parity in UNRWA schools;

(f) Providing educational services to Palestine refugees in accordance with the needs of the refugees and their identity and cultural heritage and consistent with the standards of the United Nations Educational, Scientific and Cultural Organization.

Subprogramme 2
Health

Objective of the Organization: To meet the basic health needs of Palestine refugees and to improve the overall state of health of their community.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality	(a) (i) Percentage of infants delivered by trained personnel (ii) Percentage of pregnant women registered with health-care services
(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases	(b) (i) Maintenance of above 95 per cent immunization coverage rate against vaccine-preventable diseases (ii) Percentage of newly detected cases managed for non-communicable diseases
(c) Enhanced environmental sustainability in refugee camps and improvement of safe indoor water facilities	(c) (i) Percentage of camp refugee shelters connected to underground sewerage systems (ii) Number of camps provided with safe indoor water facilities
(d) Streamlined health policies and service standards with those of the host authorities	(d) Number of partnership agreements and joint programmes with the host authorities
(e) Reduction of nutritional disorders	(e) (i) Decreased prevalence of anaemia among pregnant women and pre-school children (ii) Decreased prevalence of acute malnutrition among pre-school children

Strategy

21.7 The strategy in attaining the objective includes:

(a) Focusing on integration of the various elements of care within a primary health-care approach, with special emphasis on reduction of risk factors and management of high-risk groups;

(b) Redesign of the special programme for control of non-communicable diseases and prevention and control of iron-deficiency anaemia in order to improve the impact of these programmes on the health status of the target group;

(c) Continued investment in training and development of health staff;

(d) Strengthened partnerships with stakeholders to help mobilize additional resources, increase efficiency and cost-effectiveness and avoid overlap;

(e) Improving the efficiency of the distribution of food aid.

Subprogramme 3
Relief and social services

Objective of the Organization: To support those Palestine refugees who suffer the greatest socio-economic disadvantage and to facilitate their self-reliance.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved living conditions and more timely cash and food distributions to eligible refugees	(a) (i) Percentage of shelters rehabilitated in relation to identified housing needs (ii) Percentage of cash and food distributions made on time
(b) Enhanced well-being of disadvantaged Palestine refugees	(b) (i) Number of jobs created or sustained through the microcredit community support programme (group guaranteed loans, soft loans and apprenticeship training, etc.) (ii) Number of disabled clients who received direct rehabilitation from community rehabilitation centres

Strategy

21.8 The strategy in attaining the objective includes:

(a) Providing food support and other shelter rehabilitation to Palestine refugees to meet their basic needs in order to maintain a reasonable standard of living as well as increase their access to community-based socio-economic opportunities and rehabilitation services to facilitate their self-reliance;

(b) Continued capacity-building efforts, inter alia, through the participation of key staff in training-of-trainers courses that centre on gender issues;

(c) Maintaining up-to-date register of refugees to track eligibility patterns.

Subprogramme 4
Microfinance and microenterprise

Objective of the Organization: To improve the quality of life of small and microentrepreneurs, create and sustain jobs, decrease unemployment and provide income-generating opportunities for needy men and women through the provision of credit.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased business and income generating opportunities	(a) (i) Value of loans disbursed (ii) Number of loans disbursed
(b) Improved development of the capacity of women microentrepreneurs	(b) (i) Number of loans provided to women-owned enterprises (ii) Amount of outstanding balance on women's loans

Strategy

21.9 The strategy for attaining the objective includes the development of a range of self-sustaining credit products that are sufficiently comprehensive to meet the normal range financial needs of microenterprise owners. The outreach of these products to the business community will be provided through an expanding network of branch offices in each region to ensure that all areas with significant Palestine refugee populations have access to the programme's loan products. Each branch office will be developed on the basis of institutional cost recovery; new branch offices will be established only in cases where the market is able to support self-sufficient credit operations.

Legislative mandates

General Assembly resolutions

3331 (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
302 (IV)	Assistance to Palestine refugees
56/52	Assistance to Palestine refugees
58/95	Assistance to Palestine refugees and support for the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Programme 22
Humanitarian assistance

Overall orientation

22.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies, to promote natural disaster reduction and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for this programme are derived from General Assembly resolution 46/182 of 19 December 1991, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of this programme and the achievement of its objectives.

22.2 The strategy for implementing the programme is based on the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in complex emergencies and disasters; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; advocacy of humanitarian issues; the promotion of natural disaster reduction; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance. The principal responsibility for the implementation of disaster reduction activities resides with the secretariat of the International Strategy for Disaster Reduction and the United Nations Development Programme, while responsibility for the transition from relief to rehabilitation and development also involves organizations participating in the United Nations Development Group.

Subprogramme 1
Policy and analysis

Objective of the Organization: To ensure an effective international response to situations calling for humanitarian assistance that follows the guiding principles of humanity, neutrality and impartiality.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved coordination within the United Nations system in response to disasters and emergencies	(a) Number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field
(b) Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians	(b) (i) Development of guidelines on the protection of civilians (ii) Increased number of United Nations humanitarian coordinators trained in protection of civilian issues
(c) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	(c) (i) Increased number of policy guidelines and methodologies on humanitarian action that are implemented at the field level (ii) Number of agreed inter-agency strategies in the field

Strategy

22.3 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York.

22.4 The Branch will continue to develop a humanitarian policy agenda which will identify emerging humanitarian trends and changes in the humanitarian environment in order to build harmonized policy positions among humanitarian agencies based on international humanitarian law, humanitarian principles, including those recognized in General Assembly resolution 46/182, and human rights.

22.5 It will foster strategic and operational coherence, crafting practical policies, guidance and analytic tools for use in the field by humanitarian practitioners. It will develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. It will also contribute to the development of training programmes to ensure that staff and other actors in emergencies are aware of key humanitarian policies and methodologies and are able to apply them flexibly and appropriately in varied contexts. The Branch will help identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

22.6 Moreover, the Branch will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given to the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. The secretariat of the Inter-Agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises and should conduct regular briefings with Member States on its activities.

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent and timely humanitarian response to alleviate human suffering in natural disaster and complex emergencies.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies	(a) Establishment of coordination mechanisms in the field as well as at Headquarters, including the deployment of humanitarian coordination personnel in the field at the onset of an emergency, within five days
(b) Increased availability of extrabudgetary resources for humanitarian activities through the consolidated appeal process	(b) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals process and improved flexibility of funding, such as by decreased earmarking
(c) Progress in mainstreaming a gender perspective in strategies for emergency response	(c) Number of instances where needs of women are effectively addressed through common humanitarian action plans
(d) Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives	(d) (i) Number of political, security and peacekeeping initiatives that take into account humanitarian perspectives (ii) Number of up-to-date country contingency plans
(e) Timely mobilization and coordination of international assistance to countries affected by natural disasters	(e) International assistance is provided to the affected country within 48 hours following the issuance of the situation report and appeal for funds

Strategy

22.7 Substantive responsibility for this subprogramme is vested with the Humanitarian Emergency Branch in New York and the Response Coordination Branch in Geneva.

22.8 The Humanitarian Emergency Branch will prepare day-to-day analysis on complex emergencies and natural disasters through its link to resident and humanitarian coordinators and field coordination units of the Office for the Coordination of Humanitarian Affairs worldwide; provide inputs to and monitor all Security Council deliberations on issues with humanitarian implications; represent the Office in relevant United Nations interdepartmental or inter-agency forums dealing with crisis management; provide analysis and recommendations for consideration by the Executive Committee on Humanitarian Affairs, as well as other United Nations executive committees; enhance preparedness in countries at risk of crisis through support to contingency planning; lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the principles of humanity, neutrality and impartiality, as contained in General Assembly resolution 46/182.

22.9 The Response Coordination Branch will provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination; aim at the timely mobilization and coordination of international assistance to countries affected by emergencies through strengthened cooperation between assisting and recipient countries; activate international disaster response mechanisms to facilitate international relief assistance; provide support to Member States and international response networks to ensure improved coordination in crisis management; facilitate, where appropriate, field-based strategic planning for the common humanitarian action plans of the United Nations; and draw up appeals to solicit support from the donor community for humanitarian action by the United Nations system and partners. In addition, it will reinforce services to field offices through greater participation in the inter-agency structure and management of the regional disaster response advisers; strengthen partnerships through the efficient and systematic monitoring of the implementation of policies and programmes; contribute to the analysis of issues related to access security; and analyse emergencies and lessons learned.

Subprogramme 3
Natural disaster reduction

Objective of the Organization: To reduce vulnerability to natural hazards and ensure effective international support to reduce the impact of disasters.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased national capacity for the development of a culture of prevention and reduction of risk and vulnerability to natural hazards	(a) (i) Number of development plans/policies adopted at the national level with elements of disaster risk reduction
	(ii) Number of educational tools addressing disaster risk management in schools and higher education
(b) Increased application of scientific and technical knowledge for risk and vulnerability reduction by policy makers at national levels	(b) (i) Increased number of development tools for risk assessment and monitoring of progress in the disaster risk reduction field
	(ii) Increased number of countries utilizing disaster risk assessment and monitoring tools
(c) Increased capacity of developing countries for disaster prevention, preparedness, mitigation and recovery	(c) (i) Increased number of countries adopting national programmes to implement disaster risk reduction strategies
	(ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery efforts
(d) Increased level of donor support for disaster reduction programmes/projects	(d) Number of disaster reduction and recovery programmes/projects funded

Strategy

22.10 The subprogramme will follow a twofold strategy to achieve its objective concurrent with the focus of activities with the two participating organizations, namely, the United Nations International Strategy for Disaster Reduction and the United Nations Development Programme (UNDP).

22.11 The International Strategy for Disaster Reduction will continue to pursue promoting links and synergies and the coordination of disaster reduction activities in the socio-economic, humanitarian and development fields, as well as to support policy development and integration in this field. This will be carried out through increasing public awareness, increasing the application of policy, scientific and technical knowledge for risk and vulnerability reduction in close partnership with various organizations working in this field and, in particular, ensuring the mainstreaming of disaster risk reduction into major international sustainable development policy processes and sensitizing the international community and decision-making authorities about the cost-effectiveness of investing in reducing disaster risk and vulnerability.

22.12 Through its network of country offices, UNDP will continue to support the development and implementation of disaster risk reduction programmes and projects at the regional and national levels as an essential objective of the International Strategy for Disaster Reduction. This will be carried out through the development of disaster reduction capacity-building strategies and programmes, training for human resource development, mainstreaming risk reduction into ongoing frameworks of cooperation, programmes and projects in country offices and the design and implementation of frameworks and programmes for sustainable recovery.

22.13 A particular relevant result sought from the work of the two organizations is increased investment in disaster risk reduction.

Subprogramme 4
Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including technological accidents.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information	(a) International assistance and resources are provided to affected country within 48 hours following the issuance of the situation report
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks in order to respond to disasters and emergencies	(b) Increased number of national and international networks that can respond effectively to disasters and emergencies
(c) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents	(c) All situation reports issued during every major disaster reflect the impact on the gender perspective

Strategy

22.14 Substantive responsibility for this subprogramme is vested in the Emergency Services Branch in Geneva.

22.15 Support will be provided to disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the Office's response capacities; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

22.16 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to humanitarian and other partners; activating emergency and disaster-response tools to reduce their impact; expanding the United Nations Disaster Assessment Coordination team in different regions; standardizing operational procedures for international urban search and rescue teams; further developing a comprehensive network of partners comprising Governments, United Nations agencies, intergovernmental and non-governmental organizations through the Partnership on Environmental Emergencies; and strengthening civil and military coordination through national training programmes to support international humanitarian relief operations.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles and concerns on behalf of populations affected by disasters and emergencies.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased understanding and regard for humanitarian principles and concerns	(a) Number of agreements adopted by Member States, regional organizations and humanitarian actors that promote humanitarian principles and actions
(b) Increased utilization of timely information on emergency situations for decision-making by Member States and other humanitarian actors	(b) Increased number of users of information made available through the information services and systems of the Office for the Coordination of Humanitarian Affairs
(c) Increased awareness of the humanitarian information	(c) Increased number of page views of the information services and systems of the Office for the Coordination of Humanitarian Affairs

Strategy

22.17 Substantive responsibility for this subprogramme rests with the Advocacy, External Relations and Information Management Branch.

22.18 Advocacy being a core mandate of the Office for the Coordination of Humanitarian Affairs, the Branch will enhance partnerships with United Nations departments and agencies, non-governmental organizations, Member States, regional organizations and other stakeholders in order to increase the commitment and support to humanitarian action globally. The Branch will strengthen public information and media relations capacities at Headquarters and in the field in order to raise awareness of the plight and needs of civilians affected by conflicts and natural disasters and promote adherence to international humanitarian law and principles. It will also undertake outreach and targeted campaigns, in concert with its partners, to focus attention on specific humanitarian crises and issues.

22.19 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The Branch will strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, coverage and reach. This includes updating and improving its principal web sites, namely OCHA-Online and ReliefWeb, as well as the Integrated Regional Information Networks, its independent field-based humanitarian news service. Partnerships with other members of the humanitarian community for information sharing, coordination and standardization will be further enhanced.

22.20 With regard to humanitarian emergencies, the Branch will provide appropriate early information with regard to preventive and preparedness measures. It will continue to provide secretariat and technical support to the United Nations inter-agency framework for coordination teams and to assist United Nations country teams in the preparation of contingency plans.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
53/192	Triennial policy review of operational activities for development of the United Nations system
54/96 A-M	Strengthening of the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance: special economic assistance to individual countries or regions
58/25	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
58/114	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
58/119	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
58/122	Safety and security of humanitarian personnel and protection of United Nations personnel

Economic and Social Council agreed conclusions

1999/1	Special economic, humanitarian and disaster relief assistance
2003/5	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1296 (2000)	Protection of civilians in armed conflict

Subprogramme 1
Policy and analysis

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
57/184	New International Humanitarian Order
58/118	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
58/177	Protection of and assistance to internally displaced persons

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

56/112	Emergency assistance to the Sudan
57/103	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan
57/148	Humanitarian assistance to the Federal Republic of Yugoslavia
58/24	Emergency humanitarian assistance to Ethiopia
58/26	Emergency humanitarian assistance to Malawi
58/27 A and B	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan and the situation in Afghanistan and its implications for international peace and security
58/115	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
57/255	International cooperation to reduce the impact of the El Niño phenomenon
58/214	International strategy for disaster reduction
58/215	Natural disasters and vulnerability

Economic and Social Council resolutions

1999/46	International cooperation to reduce the impact of the El Niño phenomenon
1999/63	International Decade for Natural Disaster Reduction: successor arrangements

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters

Programme 23

Public information

Overall orientation

23.1 The central purpose of the programme is to help fulfil the substantive aims of the United Nations by strategically communicating the activities and concerns of the Organization in order to achieve the greatest public impact. The responsibility for the programme is vested in the Department of Public Information both at Headquarters in New York and in the worldwide network of United Nations information centres and services, information components and regional hubs, where applicable. The mandate of the Department is contained in General Assembly resolution 13 (I) of 13 February 1946. The Department's work is guided by the priorities laid down by the Assembly and its subsidiary body, the Committee on Information, through resolutions on questions relating to information, the most recent of which are 58/101 A and B.

23.2 The strategic framework of the Department seeks to promote global awareness and enhanced understanding of the diverse functions of the United Nations. To this end and using the United Nations Millennium Declaration as its guide, the Department will focus on priority issues for the Organization, including the eradication of poverty, conflict prevention, sustainable development, human rights, the HIV/AIDS epidemic, combating terrorism in all its forms and manifestations and the needs of the African continent. As the Department responsible for the communication policies of the United Nations, the Department of Public Information works closely with substantive offices of the United Nations system to deliver effective and targeted information programmes on the aforementioned key areas. It strives to reach global audiences, particularly influential opinion leaders, as well as youth, through intermediaries such as the media, governmental and non-governmental organizations, educational institutions, business and professional organizations and other segments of civil society, including through enhanced partnerships.

23.3 Progress will continue to be made towards rationalizing the network of United Nations information centres, in conformity with paragraph 15 of resolution 57/300 of 20 December 2002, resolution 58/101 B of 9 December 2003 and resolution 59/126 B of 10 December 2004, with the objective of enhancing the strategic capacity and value of the centres as a key element in the Department's outreach activities.

23.4 Within this framework, special efforts will be made to ensure that gender mainstreaming is incorporated into the design of public information products and activities, particularly those at the core of the various promotional campaigns for the United Nations system that are spearheaded by the Department.

23.5 Increased use is being made of the latest technology, in both the traditional and electronic media, including the Internet, to deliver news directly and instantaneously to the media worldwide. Particular attention is given to tailoring the news disseminated to different regions, bearing in mind their technological capacity.

23.6 A major challenge for the Department in implementing this programme is to build bridges effectively in order to make the relevance of the work of the United Nations resonate in the lives and daily concerns of people everywhere.

Subprogramme 1
Strategic communication services

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on priority thematic issues.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased media coverage of the thematic priority issues	(a) Increased number of articles carried by targeted media
(b) Clients' needs are met	(b) Increased percentage of clients expressing satisfaction with media coverage
(c) Enhanced quality of outreach efforts in the field	(c) (i) Increased percentage of target audiences indicating that their understanding about the United Nations has grown or improved (ii) Increased number of visits (page views) to the subprogramme's web sites

Strategy

23.7 The subprogramme will be implemented by the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, the United Nations information centres and services, information components and regional hubs, where applicable, and the Committee Liaison Unit.

23.8 The objective will be accomplished by giving a more strategic focus to the activities of the Department and the United Nations information centres and services, information components and regional hubs, where applicable. Priority issues and activities of substantive departments will be identified through a new client planning process and will form the basis of communications plans. These plans will identify key messages tailored to specific target audiences, which will be reached using the most appropriate tools. The United Nations Communications Group will be utilized to enhance the coordination of communications activities between the Department and the organizations of the United Nations family relating to these issues.

23.9 In order to generate better-informed public opinion on priority issues, information products for specialized media will be developed and disseminated in the official languages, as well as in local languages where possible, by United Nations information centres and services and regional hubs, where applicable. Strategic media outreach activities, such as press conferences and interviews with senior officials, will be organized. Web sites in local languages will continue to be created and maintained by the information centres and regional hubs, where applicable.

23.10 Operational support and strategic communications advice will continue to be provided to the information component of United Nations peace missions, including the maintenance of relevant web sites.

Subprogramme 2
News services

Objective of the Organization: To increase the geographic range and frequency of use by media outlets and other users of timely news and information products about the Organization in order to strengthen support for the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased utilization by media organizations and other users of news and information about the United Nations	(a) (i) Increased number of partnerships with radio and television networks, by language and by region
	(ii) Increased number of accesses (page views) to the United Nations web site, including the News Centre, by language
(b) Timely access by news organizations and other users to daily meetings-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of products meeting deadlines

Strategy

23.11 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesman for the Secretary-General and, away from Headquarters, by the United Nations information centres and services, information components and regional hubs, where applicable.

23.12 The objective will be accomplished through the timely delivery of accurate, balanced and, where feasible, customized news and information materials and services, namely, radio, television, photographic, print and Internet, to media and other users globally, utilizing new information technologies to reach a wider audience more quickly. Multilingualism and developing-country media will be particular priorities of the subprogramme's outreach efforts.

23.13 New information technologies will also enable the subprogramme to focus on improving access from the field, especially during breaking news. Other benefits from modernization will include enhanced productivity and integration across different media, presenting a coordinated and seamless multimedia service.

23.14 A cohesive promotional and distribution strategy will build more innovative partnerships with major broadcasters. These collaborations will help meet the needs of a global audience by offering to radio and television networks quality programmes which reflect the priorities identified by Member States, including the Millennium Development Goals. Special programmes will be produced and distributed as required.

Subprogramme 3
Library services

Objective of the Organization: To facilitate access to timely and up-to-date library products and services for use by delegates, permanent missions of Member States, the Secretariat, researchers and depository libraries worldwide.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced quality of services	(a) (i) 90 per cent of users express satisfaction with the products and services
	(ii) Number of page views of library web sites, sorted by official languages
(b) Greater collaboration among United Nations libraries	(b) Number of joint and/or coordinated projects by the Dag Hammarskjöld Library and other United Nations libraries
(c) Timely issuance of the *Yearbook of the United Nations*	(c) Time lag between the end of the year covered and the publication date of the relevant volume will not exceed 18 months

Strategy

23.15 The subprogramme will be implemented by the Dag Hammarskjöld Library and other United Nations libraries. It aims to create and/or provide timely and up-to-date information products and services to meet the needs of delegates, Secretariat staff and researchers; to facilitate access to United Nations information for depository libraries and the general public worldwide; to contribute to bridging the digital divide; to mobilize the international library community, in particular depository libraries, as conduits of outreach to civil society; and to oversee and coordinate the activities of the United Nations libraries.

23.16 The Dag Hammarskjöld Library, in coordination with other United Nations libraries as well as libraries of the wider United Nations system, will continue to move in the direction of becoming a virtual library, while not neglecting the print collections of the United Nations documents, books, serials and government documents required by its users. There will be increasing emphasis on the creation and delivery of electronic information, outreach to depository libraries and support for multilingualism. The delivery of customized information directly to the desktops of permanent missions at Headquarters and Secretariat staff worldwide will be expanded. The Library's Internet and Intranet sites will be enriched and further developed in all six official languages, with multilingual retrieval capabilities. Access to commercially available electronic information will be provided in a cost-effective way through the United Nations System Consortium. Access to United Nations databases by depository libraries will be promoted, where feasible, to ensure rapid, complete and cost-effective document distribution.

23.17 The in-house creation and processing of data, including databases and other electronic products, published indexes, standards and guidelines for bibliographic control and multilingual reference tools will be expanded and improved. The United

Nations Bibliographic Information System (UNBIS) Thesaurus will be regularly maintained as a six-language database. Two comprehensive, accurate and high-quality annual editions of the *Yearbook of the United Nations* will be published, covering 2004 and 2005, and will constitute input for parallel web versions of the *Yearbook*.

23.18 A major focus will be on training, including courses for Headquarters users and depository librarians overseas, as well as the electronic delivery of advice, manuals and database structures to small United Nations libraries in the field.

23.19 The Dag Hammarskjöld Library will place increasing emphasis on setting policies and standards and engaging in collaborative projects with other United Nations libraries through the Steering Committee for the Modernization and Integrated Management of United Nations Libraries. Furthermore, through active participation in inter-agency forums, the Library will promote knowledge-sharing throughout the United Nations system.

Subprogramme 4
Outreach services

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened and expanded relationships with partners	(a) (i) Increased number of partnerships with relevant organizations within the United Nations system and externally (ii) Increased number of non-governmental organizations that meet United Nations criteria as effective redisseminators
(b) Enhanced quality and effectiveness of outreach services and products	(b) (i) Increased percentage of clients expressing satisfaction with the subprogramme's products and services (ii) At least 90 per cent of target audiences indicate that their understanding about the United Nations has grown or improved (iii) Increased number of visits (page views) to the subprogramme's web sites

Strategy

23.20 The subprogramme will be implemented by the Outreach Division, which includes the Civil Society Service, the Sales and Marketing Section and the secretariat of the Publications Board.

23.21 These offices will work to inform and stimulate opinion and debate on the Organization's priority issues through outreach efforts targeted directly to the public and in alliance with key partners, including non-governmental organizations, academic institutions, other representatives of civil society, and the media.

23.22 The objective will be accomplished by developing, strengthening and expanding the Division's relationships with partners both within the United Nations system and among non-governmental organizations, the academic community and the private sector. The Division will also seek opportunities to involve those audiences as well as the general public, in particular children and youth, in the concerns addressed by the United Nations and to promote more effectively its programmes and services designed for them. This includes capitalizing on the opportunities provided by information and communication technologies, including the Internet, webcasting and videoconferencing, to reach larger audiences, encourage their interaction with the Organization and enhance their access to information about the United Nations and global issues. At the same time, the Division will continue to reach out to target audiences using more traditional means of communication.

Legislative mandates

General Assembly resolutions

1086 (XI)	Public information activities of the United Nations
2897 (XXVI)	Review and appraisal of the United Nations information policies and activities
3047 (XXVII)	Revenue-producing activities
33/115 A-C and 34/182	Questions relating to information
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/90	United Nations Disarmament Information Programme
57/144	Follow-up to the outcome of the Millennium Summit
57/195	The fight against racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
57/249	Culture and development
57/254	United Nations Decade of Education for Sustainable Development
57/266	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
57/294	2001-2010: Decade to Roll Back Malaria in Developing Countries, Particularly in Africa
57/300	Strengthening of the United Nations: an agenda for further change
58/11	International Decade for a Culture of Peace and Non-Violence for the Children of the World, 2001-2010
58/20	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
58/101 A and B	Questions relating to information
58/110	Dissemination of information on decolonization
58/126	Revitalization of the work of the General Assembly
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/165	International Covenants on Human Rights

58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations system: an agenda for further change
59/126 B	United Nations public information policies and activities

Programme 24

Management and support services

Overall orientation

24.1 The overall purpose of this programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300 and 58/269 addressing issues of the reform and revitalization of the Organization and other relevant resolutions.

24.3 The programme is oriented principally towards fully meeting client needs and taking a proactive approach to implementing the Secretary-General's management reform measures, including those approved by the General Assembly, with the support of a communication strategy that ensures that Member States, managers and staff are fully informed of and engaged in the efforts to ensure a more effective and results-oriented Organization. Through a continuous dialogue, the status quo in the functioning of the Organization will be challenged, client priorities identified and management policies developed or improved to ensure that the work of the Organization is carried out in a more timely, efficient and effective manner. The capacity of managers to deliver mandated programmes will be strengthened through management training and the process of greater delegation of authority, with accountability ensured through systematic monitoring, evaluation and greater transparency in decision-making.

24.4 In pursuing the Secretary-General's management reform measures, results-based budgeting will be further refined to enable programme managers to demonstrate to Member States the impact of their work programmes so that together they may take informed decisions about the priorities of the Organization, the nature and scope of outputs and services and related resource allocations. Improvements in the financial management of the Organization will continue to be made, particularly with respect to simplification of financial management processes. Results-based management will be reflected not only in a more effective programme planning and budgeting process, but also in the Organization's management of human resources.

24.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.6 Safety and security issues have changed dramatically since the formulation of the medium-term plan for the period 2002-2005. The apparent immunity of the United Nations to terrorist attacks no longer exists. The programme will move towards a unified security management structure and strengthened security arrangements for the safety and security of delegations, staff and property at Headquarters and offices away from Headquarters. The first phases of modernization of the Headquarters buildings will proceed under the auspices of the capital master plan to provide a more secure, safe and efficient working environment for delegations and staff, subject to any decisions that the General Assembly may take on the project.

24.7 Improvements in administrative processes and strategies, streamlining of established procedures and implementation of the information and communication technology strategy will lead to attaining better value for money and achievement of overall goals. Coherence in management and administration will be promoted with the offices away from Headquarters, regional commissions and peacekeeping and other missions, which will be given greater authority to respond to the requirements of their offices.

24.8 The Department's leadership role within the United Nations common system will be maintained and synergies will be achieved through partnering with other organizations of the United Nations common system. Within the context of the Secretary-General's management reform, efforts will continue towards further strengthening of the existing common and joint services and the expansion and development of new common and joint services among the United Nations organizations when such services appear to be more efficient and cost-effective than the decentralized arrangements.

24.9 The Department will provide strategic policy guidance to all entities of the Secretariat in the above-mentioned broad management areas. It will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

A. Headquarters

Subprogramme 1
Management services and administration of justice

(a) Management services

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and productivity in the context of the Secretary-General's vision for reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of programme managers to manage and administer their own department's human, financial and material resources, through adoption of new policies and procedures	(a) Quantitative and qualitative benefits deriving from the introduction of new policies and procedures, reflected in: (i) Progress towards corporate management targets (e.g. gender parity, geographic distribution of staff) (ii) Increased percentage of programme managers indicating satisfaction with delegated authority and support provided
(b) Improved business processes	(b) (i) Improvement in timeliness (reduction in the number of months, weeks or days) required by business processes (ii) Amount of efficiency gains resulting from business process improvements
(c) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(c) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them

Strategy

24.10 This subprogramme is the responsibility of the Office for Management Improvement and Oversight Support of the Office of the Under-Secretary-General for Management. To achieve the objectives of the subprogramme, the Office will focus on effective coordination of meetings and communication with Member States on management reform and policy issues and the fostering of monitoring, assessing and reporting on the impact of management reforms. Oversight and analysis of current management practices will be strengthened with a view to identifying client needs, areas for improvement and emerging issues. The subprogramme will act as a catalyst for the introduction of new managerial and administrative policies, processes and procedures. Programme managers will be consistently guided on organizational development and management practices and supported through the provision of improved management information systems. Emphasis will be placed on greater accountability and transparency.

(b) Administration of justice

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) A system of internal justice that is fair and effective and in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the final disposition of cases (ii) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice
(b) Measures to ensure timely participation of managers in the administration of justice process	(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond

Strategy

24.11 This programme is the responsibility of the Administration of Justice Unit of the Office of the Under-Secretary-General for Management. The strategy to be employed to achieve the above objective will include strengthening and streamlining the various components of the internal system of justice and improving the servicing of the internal administrative bodies responsible for advising the Secretary-General on disciplinary and/or appeal cases in a reasonably swift and transparent manner, with due respect for confidentiality.

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Objective of the Organization: To secure the resources required for implementation of the programme budget and to improve management of the utilization of those resources.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Simplified process for preparing budget proposals	(a) Percentage of surveyed clients indicating that the preparatory process has improved from previous bienniums
(b) Assisting Member States in taking fully informed decisions on issues relating to the regular budget	(b) (i) Increased number of Member States expressing satisfaction with the quality of budgetary documents (ii) 100 per cent compliance with deadlines for the issuance of reports
(c) Improved timeliness in the submission of information supplementary to planning and budget documents to facilitate decision-making by bodies that review those documents	(c) Percentage of supplementary information provided in writing within an average of 72 hours of the request
(d) Improved client services, particularly with regard to the administration of the programme budget and extrabudgetary resources	(d) (i) Decreased percentage by which the final expenditure deviates from the final appropriation (ii) Reduction in the turnaround time for the approval of extrabudgetary cost plans and the issuance of extrabudgetary allotments (iii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"

Strategy

24.12 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. The focus will be on: (a) improving services to clients, both within and outside the Secretariat; (b) keeping under review and ensuring, through training and guidance, the successful and full implementation and evolution of results-based budgeting and results-based management and, in that connection, strengthening cooperation with the Department of Economic and Social Affairs as regards the operation of the Integrated Monitoring and Documentation Information System; and (c) strengthening cooperation with the Office of Internal Oversight Services on monitoring and evaluation issues in order to enhance the integrated process of planning, budgeting, monitoring and evaluation. Particular attention will be given to improving the current procedures for the administration of extrabudgetary funds, including responding in a more timely manner to client departments and offices. In addition, the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs will continue.

(b) Financial services relating to peacekeeping operations

Objective of the Organization: To secure the required resources for peacekeeping operations and to improve management of the utilization of those resources, with a view to ensuring efficient and effective peacekeeping.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Simplified processes for preparing budget proposals	(a) Increased percentage of surveyed clients indicating satisfaction with the budget preparation process
(b) Assisting Member States to take fully informed decisions on issues relating to peacekeeping	(b) (i) Increased number of Member States expressing satisfaction with the quality of peacekeeping budgets and performance and other reports
	(ii) 100 per cent compliance with deadlines for the issuance of reports
(c) Increased efficiency and effectiveness of peacekeeping operations	(c) (i) Liabilities for troops do not exceed three months
	(ii) Percentage of responding missions rating the quality of policy and services as "good" or "very good" is equal to or greater than 90 per cent

Strategy

24.13 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The presentation of budgets and performance reports will be improved and resource requirements and expenditure information made more transparent. Cash positions will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as training and guidance, will be provided to all peacekeeping missions.

(c) Financial accounting and reporting

Objective of the Organization: To further improve the sound and timely accounting of all United Nations transactions as well as the provision of timely financial information to programme managers and intergovernmental and expert bodies and the provision of services to clients.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved financial statements and financial management reports	(a) (i) Positive audit opinion of the Board of Auditors on financial statements
	(ii) Absence of significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Over 90 per cent of payments are processed by the due date
	(ii) Bank accounts are reconciled within 30 days after month's end
(c) Improved client services	(c) (i) Increased percentage of clients surveyed who rate services at least "good" or "very good"
	(ii) Improvements in insurance policies

Strategy

24.14 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. The emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue.

(d) Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Continued prudent stewardship of funds	(a) Interest equal to or above the 90-day risk-free rate on pooled balances
(b) Improved efficiency and security of the payment system, particularly in peacekeeping operations	(b) (i) Maintenance of a loss-free record in safeguarding financial resources
	(ii) Increased percentage of automatic disbursements

Strategy

24.15 This component of subprogramme 2 is the responsibility of the Treasury. The focus will be on enhancing the reliability of internal controls, further developing the systems for investment and cash management and increasing the proportion of payments effected through electronic and other secure means.

(e) Assessment and processing of contributions

Objective of the Organization: To secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved timeliness of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(a) (i) Submission of monthly reports on the status of contributions by the end of the following month (ii) Maintenance of or increase in the percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines
(b) Timely assessments on Member States based on decisions of the General Assembly	(b) Issuance of notifications of assessments within 30 days of the relevant decisions of intergovernmental bodies, as specified in financial rule 103.1

Strategy

24.16 This component of subprogramme 2 is the responsibility of the Contributions Service of the Office of Programme Planning, Budget and Accounts. The Service will provide effective support to the Committee on Contributions and the General Assembly in reaching agreement on the scale of assessments for the period 2007-2009 and on the basis for financing peacekeeping activities for that period and will ensure the timely issuance of assessments and information on the status of assessed contributions.

Subprogramme 3
Human resources management

(a) Operational services

Objective of the Organization: To ensure that the Organization selects the best-qualified staff and deploys them at the right time to the right place.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved staff selection and administration, including recruitment, placement and promotion	(a) (i) Reduction in the average number of days a post remains vacant
	(ii) Reduction in the average time required to process staff benefits at Headquarters
(b) Improved geographical representation and gender balance of staff	(b) (i) Decreased number of unrepresented Member States, for the Secretariat as a whole
	(ii) Increased percentage of staff recruited from underrepresented Member States, for the Secretariat as a whole
	(iii) Increased percentage of women at the Professional level and above, for the Secretariat as whole
(c) Improved human resources planning and monitoring of delegated authority	(c) Increased percentage of departments/offices successfully implementing their human resources action plans, for the Secretariat as a whole

Strategy

24.17 This component of subprogramme 3 is the responsibility of the Operational Services Division of the Office of Human Resources Management. In line with the Secretary-General's human resources management reform programme, particular attention will be paid to integrated support services in the areas of human resources planning, information management, recruitment and placement, staff administration and monitoring of delegated authority. Emphasis will be placed on ensuring greater quality and consistency in the implementation of human resources policy, particularly in staff selection and administration; strengthening organizational capacity and performance in areas identified through the monitoring of human resources management; refining the staff selection system; institutionalizing comprehensive human resources planning, monitoring and reporting systems; further automating human resources administration processes, particularly in staff administration; enhancing global human resources information systems, including the Integrated Management Information System and Galaxy; and strengthening client orientation and communication, thus ensuring greater client satisfaction.

(b) Organizational development

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a more versatile and multi-skilled staff and to improve the working environment.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved versatility of staff	(a) (i) Increased staff participation in learning and career development programmes managed by the Office of Human Resources Management under this subprogramme (ii) Increased percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system report, for the Secretariat as a whole
(b) Increased number of young professionals available for recruitment	(b) Increased number of qualified candidates identified through competitive examinations, for the Secretariat as a whole
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment

Strategy

24.18 This component of subprogramme 3 is the responsibility of the Division for Organizational Development of the Office of Human Resources Management. In pursuing the objective of the subprogramme, the Division will focus on strengthening the current and future human resources of the Organization by enhancing the competitive entry processes; integrating the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; providing support for the career development of staff; implementing mechanisms to encourage mobility; contributing to the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and promoting equity in the workplace through the increased accountability of supervisors and the provision of staff counselling and advisory services. Emphasis will be placed on the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; and the provision of advisory services in respect of Secretariat staff worldwide.

(c) Medical services

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased awareness of staff regarding health issues	(a) Increased staff participation in health-enhancing programmes and awareness campaigns
(b) Improved staff health	(b) (i) Decreased number of average sick days per staff member (ii) Increased proportion of hardship field duty stations and field missions having adequate medical facilities to serve United Nations staff
(c) Improved timeliness of services	(c) (i) Reduction in waiting time for staff visiting the walk-in clinic (ii) Improvement of timeliness in the processing of medical clearances

Strategy

24.19 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In achieving the objectives of the subprogramme, the Division will continue to pay attention to providing clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes; to ensuring worldwide staff access to adequate health care in the most cost-effective manner; to advising the management on staff benefit programmes and other medico-administrative matters; and to updating regularly medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its programmes to further align its activities with the current priorities of the Organization, such as: (a) further strengthening of the emergency preparedness programme, including a United Nations system-wide medical response team for crisis situations; (b) the provision of mental health services as part of comprehensive health care; (c) enhanced efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; (d) further simplification, streamlining and delegation of medico-administrative activities to offices away from Headquarters; (e) continued collaboration with the host city in designing and implementing worksite wellness and prevention programmes; and (f) implementation of the new occupational health information management system, including an electronic patient record to improve the delivery of services, and expansion of health promotion and prevention programmes.

Subprogramme 4
Support services

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved security conditions on the United Nations premises	(a) (i) Absence of unauthorized entries to the United Nations premises (ii) Maintenance of the time required for evacuation of the United Nations complex within established security standards (iii) Reduced response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises	(b) (i) Reduced number of accidents due to safety hazards (ii) Reduced response time with respect to emergency safety incidents

Strategy

24.20 This subprogramme is the responsibility of the Security and Safety Service of the Office of Central Support Services. The strategy for ensuring a secure and safe environment will include concerted efforts to increase the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism of the security and safety personnel will be further enhanced through the provision of specialized training to the officers on a continuous basis, which will also maximize the use of officers for multiple specialized security functions. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient evacuation response and crisis management capabilities, reduced emergency response time, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions. Furthermore, security awareness training for delegations and staff at large will be enhanced. The inspection, maintenance and upgrading of all physical structures related to security and safety will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) Reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) Increased number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) Increased number of users of the repositories
(d) Improved quality of services provided to the intergovernmental and expert organs, permanent missions of Member States and users at large	(d) 50 per cent reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) Increased percentage of computer viruses that are successfully blocked (ii) Increased number of illegal access attempts that are thwarted

Strategy

24.21 This subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services. The strategic focus will be on three areas, and investments in information and communication technology will be targeted to deliver tangible returns in those areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the United Nations intergovernmental and expert organs. The following four elements are building blocks in the delivery of value-added services to the three focus areas: (a) a robust infrastructure at Headquarters and at offices away from Headquarters; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field; and (d) the building and efficient utilization of a skilled human resources capacity. As a result of the above, the following accomplishments are expected during the plan period: at least 80 per cent of all planned management-level reports will be completed; 80 per cent of all processes planned to be streamlined and automated will be completed; 70 per cent of all planned communication tools to support communities of practice will be in place; 70 per cent of all planned information repositories will be available; and a 50 per cent increase in the speed of dissemination of parliamentary and ancillary documentation and their reach will be achieved. The possibility of gradually adopting open-standard platforms in place of proprietary software for the information and communication technology services of the Organization will be assessed, with a view to evaluating the benefits, in terms of improved security and reliability and reduced licence fees, as well as the costs of such an approach.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management, archives and record management.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved efficiency of the management of physical facilities and office space	(a) Reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) Proportion of savings achieved relative to the full cost of travel (ii) Increased level of satisfaction expressed by clients of the Travel and Transportation Service
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) Increased level of client satisfaction with services rendered by the Procurement Division (ii) Reduction in procurement processing time
(d) Provision of effective archives and records management services through the use of electronic service delivery	(d) (i) Increased number of offices utilizing web-based tools for United Nations records (ii) Increased number of information systems in the Secretariat that are fully compliant with record-keeping standards

Strategy

24.22 This subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. In order to achieve the objectives of the subprogramme, the Division will emphasize:

(a) Reducing further the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and contract monitoring systems, resulting in better monitoring of key performance indicators in real time and the tracking of contracts, projects and available financial and human resources;

(b) Maintaining efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Expanding areas in procurement where systems contracts can be employed effectively, and further improving the quality of procurement actions and the time required to process them through increased automation and through further rationalization of the procurement process;

(d) Continuing advocacy for the adoption of best record-keeping practices in Secretariat information systems and updating and improving the Archives and Records Management Section web site to facilitate public access to archival materials.

B. United Nations Office at Geneva[5]

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely and accurate financial transactions	(a) Percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) Decreased percentage by which the final expenditure deviates from the final appropriation
	(ii) Reduction in the turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information
	(iii) Increased percentage of respondents to a client survey who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) Positive audit opinion of the Board of Auditors on financial statements
	(ii) Absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Disbursement of funds within the due dates of payments approved in the Integrated Management Information System

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[5] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Strategy

24.23 This subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and the quality and availability of financial information and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Improving the office automation of the treasury operations to ensure accurate and timely disbursement of payments and effective cash management and investment of funds administered by the United Nations Office at Geneva;

(e) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index
	(ii) Increased staff participation in learning and career development programmes
	(iii) Increased percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system report
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) Reduction in the average number of days a post remains vacant
	(ii) Reduction in the average time required to process staff benefits
(c) Improved geographical representation and gender balance of staff	(c) (i) Decreased number of unrepresented Member States
	(ii) Increased percentage of staff recruited from underrepresented Member States
	(iii) Increased percentage of women at the Professional level and above
(d) Improved working environment	(d) Increased percentage of staff expressing satisfaction with the working environment

Strategy

24.24 Substantive responsibility for this subprogramme is assigned to the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and, gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Geneva.

Subprogramme 4
Support services (Geneva)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the United Nations premises and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved security conditions on the United Nations premises and at the annex locations	(a) (i) Absence of unauthorized entries to the United Nations premises
	(ii) Maintenance of the time required for evacuation of the United Nations premises and annex buildings within established security standards
	(iii) Reduction in response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises and at the annex locations	(b) (i) Reduction in the number of accidents due to safety hazards
	(ii) Reduction in response time with respect to emergency safety incidents

Strategy

24.25 Under the overall guidance of the Director of Administration and the supervision of the Chief, Central Support Service, the Security and Safety Section is responsible for implementing the activities under this subprogramme. The strategy for ensuring a secure and safe environment will include concerted efforts to increase the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Service will be further enhanced through the provision of specialized training to the officers on a routine basis, which will also maximize the use of officers for multiple specialized security functions. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient evacuation response and crisis management capabilities, reduced emergency response time, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions, pursuant to implementation of the Headquarters minimum operating security standards. Apart from the training of officers, security awareness training for staff will be enhanced. The inspection, maintenance and upgrading of all security and safety equipment will continue to be given high priority. Inter-agency security cooperation and liaison with host country security authorities will be strengthened.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) Reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) Increased number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) Increased number of users of the repositories
(d) Improved quality of services provided to the intergovernmental and expert organs, permanent missions of Member States and users at large	(d) 50 per cent reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) Increased percentage of computer viruses that are successfully blocked (ii) Increased number of illegal access attempts that are thwarted
(f) Improved coordination, standardization and consolidation of the Metropolitan Area Network under the United Nations Office at Geneva umbrella	(f) Increased number of agreements reached with organizational entities on the scope of services to be centralized and on the related conditions and performance standards

Strategy

24.26 This subprogramme is the responsibility of the Information and Communications Technology Service. The strategy to be employed to achieve the objective will include:

(a) Evaluating on a regular basis the existing services and infrastructure to ensure the ability to satisfy current and projected business requirements, taking into consideration industry standards and trends and stated user needs and satisfaction levels;

(b) Adapting services and infrastructure to changing business needs, including implementation of new releases of the Integrated Management Information System;

(c) Collaborating with the information and communication technology services of other United Nations entities and affiliated agencies, including active participation in standard-setting bodies and processes;

(d) Establishing agreements with all organizations on the campus concerning the consolidation of information and communication technology services, including procedures for joint continued monitoring of the consolidation processes;

(e) Maximizing the use of information and communication technology by the United Nations Office at Geneva for the secure, effective and efficient sharing of data and information by implementing state-of-the-art industry practices, standards, systems and procedures;

(f) Implementing quality-assurance processes that encourage and control compliance with the standards set by the Information and Communications Technology Board in the area of information sharing.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and facilities management.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved efficiency of the management of physical facilities and office space	(a) Reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) Proportion of savings achieved relative to the full cost of travel (ii) Increased level of client satisfaction with services rendered
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) Increased level of client satisfaction with services rendered by the Joint Purchase Service (ii) Reduction in procurement processing time

Strategy

24.27 This subprogramme is the responsibility of the Central Support Services. The strategy to be employed to achieve the objective will include:

(a) Reducing the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and contract monitoring systems, resulting in better monitoring of key performance indicators in real time and the tracking of contracts, projects and allocated financial resources;

(b) Maintaining efficient and cost-effective travel and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Expanding the areas in procurement where systems contracts can be employed effectively and utilizing the "lead agency" concept for cases in which other United Nations organizations possess expertise and market leverage; further improving quality and minimizing processing time through increased automation (e.g., the use of electronic catalogues) and further rationalization of the procurement process (e.g., use of purchasing cards for all low-value procurement) wherever possible; and further developing collaborative procurement among Geneva-based international organizations by strengthening the Joint Purchase Service;

(d) Maintaining efficient, effective, timely and quality support services in the mail and pouch area.

C. United Nations Office at Vienna[5]

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely and accurate financial transactions	(a) Percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) Decreased percentage by which the final expenditure deviates from the final appropriation (ii) Reduction in the turnaround time required for the issuance of extrabudgetary allotments after the receipt of complete information (iii) Increased percentage of respondents to client surveys who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) Positive audit opinion of the Board of Auditors on financial statements (ii) Absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Disbursement of funds within due dates of payments approved in the Integrated Management Information System

Strategy

24.28 This subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to take full advantage of technological innovations so as to further streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index (ii) Increased staff participation in learning and career development programmes (iii) Increased percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system report
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) Reduction in the average number of days a post remains vacant (ii) Reduction in the average time required to process staff benefits
(c) Improved geographical representation and gender balance of staff	(c) (i) Decreased number of unrepresented Member States (ii) Increased percentage of staff recruited from underrepresented Member States (iii) Increased percentage of women at the Professional level and above
(d) Improved working environment	(d) Increased percentage of staff expressing satisfaction with the working environment

Strategy

24.29 This subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the Vienna International Centre and to prevent damage to United Nations property.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved security conditions on the United Nations premises	(a) (i) Absence of unauthorized entries to the United Nations premises (ii) Maintenance of the time required for evacuation of the building within established security standards (iii) Reduction in response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises	(b) (i) Reduction in the number of accidents due to safety hazards (ii) Reduction in response time with respect to emergency safety incidents

Strategy

24.30 This subprogramme is the responsibility of the Security and Safety Section of the Division for Management. The strategy for ensuring a secure and safe environment will focus on increasing the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Section will be further enhanced through the provision of specialized training to the officers on a continuous basis. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure more efficient and effective response to emergencies and crisis situations, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions, pursuant to the implementation of the Headquarters minimum operating security standards. Furthermore, security awareness training for the staff at large will be enhanced. The inspection, maintenance and upgrading of all security and safety physical structures will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Compliance of all information and communication technology services with Information and Communications Technology Board standards as well as relevant industry standards	(a) Reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) Increased number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) Increased number of users of the repositories
(d) Improved quality of services provided to intergovernmental and expert bodies, permanent missions of Member States and users at large	(d) Reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) Increased percentage of computer viruses that are successfully blocked (ii) Increased number of illegal access attempts that are thwarted

Strategy

24.31 This subprogramme is the responsibility of the Information Technology Section of the Division for Management. The strategic focus of, as well as investments in, information and communication technology will be targeted on the delivery of tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the United Nations intergovernmental and expert organs and other clients. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field; and (d) the building and efficient utilization of a skilled human resources capacity.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and office space management for the United Nations and affiliated entities.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved efficiency of the management of office space	(a) Reduction in the average turnaround time required for processing requests for services related to office space management
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) Proportion of savings achieved relative to the full cost of travel (ii) Increased level of client satisfaction with services rendered by the General Support Section
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) Increased level of client satisfaction with services rendered by the Commercial Operations Unit (ii) Reduction in procurement processing time

Strategy

24.32 The subprogramme is the responsibility of the General Support Section of the Division for Management. The focus will be on:

(a) Introducing a space-planning system on which to model allocations of office and utility space, including in the context of the implementation of the asbestos removal project and the efficient planning of office space to accommodate changes through the implementation of a work-order system;

(b) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre;

(c) Continuing improvement of quality and of processing time in the area of procurement through increased automation and further rationalization of the procurement process wherever possible.

D. United Nations Office at Nairobi[c]

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Timely and accurate financial transactions	(a) (i) Compliance with benchmarks in the service-level agreements with the United Nations Environment Programme and the United Nations Human Settlements Programme (ii) Percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
(b) Effective administration of the programme budget and extrabudgetary resources	(b) (i) Decreased percentage by which the final expenditure deviates from the final appropriation (ii) Reduction in the turnaround time required for the issuance of extrabudgetary allotments after the receipt of complete information (iii) Increased percentage of respondents to a client survey who rate the quality of services at least "good" or "very good"
(c) Improved financial statements and financial management reports	(c) (i) Positive audit opinion of the Board of Auditors on financial statements (ii) Absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Disbursement of funds within due dates of payments approved in the Integrated Management Information System

Strategy

24.33 This subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. The strategy will focus on:

(a) Managing the utilization of financial resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved versatility of staff	(a) (i) Increase in the staff mobility index
	(ii) Increased staff participation in learning and career development programmes
	(iii) Increased percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system
(b) Improved staff selection and administration, including recruitment, placement and promotion	(b) (i) Reduction in the average number of days a post remains vacant
	(ii) Reduction in the average time required to process staff benefits
(c) Improved geographical representation and gender balance of staff	(c) (i) Decreased number of unrepresented Member States
	(ii) Increased percentage of staff recruited from underrepresented Member States
	(iii) Increased percentage of women at the Professional level and above
(d) Improved working environment	(d) Increased percentage of staff expressing satisfaction with the working environment
(e) Improved staff health care	(e) (i) Reduction in waiting time for staff visiting the walk-in clinic
	(ii) Increased percentage of clients expressing satisfaction with services rendered

Strategy

24.34 This subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Nairobi.

Subprogramme 4
Support services (Nairobi)

(a) Security and safety services

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors within the Gigiri complex, to prevent damage to United Nations property and to minimize security risk in the country.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved security conditions on the United Nations premises	(a) (i) Absence of unauthorized entries to the United Nations premises (ii) Maintenance of the time required for evacuation of the building within established security standards (iii) Reduction in response time with respect to emergency security incidents
(b) Improved safety conditions on the United Nations premises and annex locations	(b) (i) Reduction in the number of accidents due to safety hazards (ii) Reduction in response time with respect to emergency safety incidents
(c) Improved security of the working environment in Kenya for all United Nations field-based staff and family	(c) Reduction in the number of incidents affecting the safety of staff in the field

Strategy

24.35 This subprogramme is the responsibility of the Security and Safety Section of the Division of Administrative Services. The strategy for ensuring a secure and safe environment will focus on increasing the level of preparedness for managing crisis situations that would require enhanced coordination of security-related efforts with the host country law-enforcement agencies. The level of professionalism within the Section will be further enhanced through the provision of specialized training to the officers on a continuous basis. The skills of officers will be increased to keep them abreast of security and safety technology and modernized/upgraded communication equipment to ensure a more efficient and effective response to emergencies and crisis situations, improved surveillance detection and more effective safety inspections, personal protection and other critical security functions pursuant to the implementation of the Headquarters minimum operating security standards. Furthermore, security awareness training for staff at large will be enhanced. The inspection, maintenance and upgrading of all physical structures related to security and safety will continue to be given high priority.

(b) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology is a strong enabler of the process of reform.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Compliance of all information and communication technology services with the Information and Communications Technology Board standards as well as relevant industry standards	(a) Reduction in the number of times service is unavailable and the duration of such down time
(b) Increased effectiveness of administrative processes	(b) Increased number of processes streamlined and automated
(c) Increased use of electronic repositories of information	(c) Increased number of users of the repositories
(d) Improved quality of services provided to intergovernmental and expert bodies, permanent missions of Member States and users at large	(d) Reduction in the amount of time required to retrieve electronic documents
(e) Increased information security	(e) (i) Increased percentage of computer viruses that are successfully blocked (ii) Increased number of illegal access attempts that are thwarted

Strategy

24.36 This subprogramme is the responsibility of the Information Technology Service of the Division of Administrative Services. The strategic focus of, as well as investments in, information and communication technology will be targeted on delivering tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the intergovernmental and expert bodies of the United Nations Environment Programme and the United Nations Human Settlements Programme. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field and Headquarters; and (d) the building and efficient utilization of a skilled human resources capacity.

(c) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management and archives and record management.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved efficiency of the management of physical facilities and office space	(a) Reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space
(b) Maintenance of efficient and cost-effective travel, visa and transportation services	(b) (i) Proportion of savings achieved relative to the full cost of travel (ii) Increased level of client satisfaction with services rendered by the Support Services Service
(c) Enhanced level of quality and increased level of efficiency in procurement services	(c) (i) Increased level of client satisfaction with services rendered by the Contracts and Procurement Section (ii) Reduction in procurement processing time
(d) Effective archives and records management services and practices	(d) Increased number of information systems that are fully compliant with record-keeping requirements

Strategy

24.37 This subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will focus on:

(a) Reducing the turnaround time for the provision of facilities services through the progressive implementation of improved automated tracking and monitoring systems;

(b) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Further improvement of quality and of processing time in the area of procurement through increased automation and further rationalization of the procurement process;

(d) Facilitating access to archival materials and advocating the adoption of record-keeping best practices by organizational entities in Nairobi.

Legislative mandates

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005

Subprogramme 1
Management services and administration of justice

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
53/207	Programme planning
57/573	Proposed revisions to the Financial Regulations of the United Nations
57/575	Results-based budgeting
58/249	Financial reports and audited financial statements, and reports of the Board of Auditors

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
55/468	Security arrangements at the United Nations Office at Geneva
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/292	Questions relating to the programme budget for the biennium 2002-2003, section II, capital master plan
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna

Programme 25

Internal oversight

Overall orientation

25.1 The overall purpose of the programme is to enhance effectiveness in the implementation of all programmes through continually improved internal control mechanisms within the Organization. The mandate for the programme derives from the responsibility of the Secretary-General as the chief administrative officer of the United Nations, entrusted to him under Article 97 of the Charter of the United Nations. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out, and report on any action which it considers necessary to fulfil its responsibilities with regard to its oversight functions.

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B and 54/244, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

25.3 The Office assists Member States and the Organization in protecting its assets and in ensuring the compliance of programme activities with resolutions, regulations, rules and policies as well as the more efficient and effective delivery of the Organization's activities; preventing and detecting fraud, waste, abuse, malfeasance or mismanagement; and improving the delivery of the Organization's programmes and activities to enable it to achieve better results by determining all factors affecting the efficient and effective implementation of programmes.

25.4 The strategy of the Office is focused on ensuring that the Organization has an effective and transparent system of accountability in place and on developing the capacity of the Organization to identify, assess and mitigate the risks and threats that might prevent it from achieving its objectives. To that end, the Office will: (a) propose measures to assist the Organization to respond rapidly to emerging risks and opportunities; (b) provide independent information and assessments to assist effective decision-making; (c) provide independent reviews on the effective use of the Organization's resources; and (d) promote a culture of change, including accountability, planning, integrity, results orientation and risk awareness and management.

25.5 The Office undertakes a number of activities to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts. In addition, the Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, the internationally agreed development goals, including those contained in the United Nations Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office is also working to enhance coordination with the United Nations Board of Auditors and the Joint Inspection Unit.

Subprogramme 1
Internal audit

Objective of the Organization: To ensure efficient and effective implementation and management of programmes, activities and operations by programme managers, in accordance with the relevant legislative mandates, regulations and rules.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality of information provided to legislative bodies and to programme managers	(a) Increased percentage of surveyed member States and programme managers who express their satisfaction with the usefulness of internal audit reports
(b) Acceptance and implementation by programme managers of recommendations made to mitigate risks	(b) (i) Percentage of critical audit recommendations accepted by programme managers
	(ii) Percentage of critical audit recommendations fully implemented by programme managers
(c) Improved levels of efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers	(c) (i) Percentage of critical audit recommendations relating to management fully implemented by programme managers
	(ii) Savings and actual recoveries resulting from implementation of audit recommendations
(d) Enhanced levels of compliance with legislative mandates, regulations and rules within programmes, and enhanced accountability by programme managers	(d) Percentage of critical audit recommendations relating to compliance fully implemented by programme managers

Strategy

25.6 Based on the standards for the professional practice of internal auditing, the Internal Audit Division will perform independent audits and make recommendations to mitigate risks, increase efficiency and effectiveness, and improve compliance with legislative mandates, regulations and rules by programme managers. The Internal Audit Division will provide the Secretary-General and the legislative bodies with timely reports and recommendations to facilitate their decision-making, to improve United Nations programmes and field operations, and actively monitor, follow up and report on the implementation of audit recommendations.

Subprogramme 2
Monitoring, evaluation and consulting

Objective of the Organization: To strengthen programme implementation by monitoring the delivery of the programmes using results-based management methods as well as their outputs and to determine whether they are adequate, timely and in accordance with the mandates, whether they address effectively the objectives of the programmes and whether the resources are used efficiently.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of programmes to apply results-based methods in programme management, monitoring and reporting	(a) Proportion of programmes reporting in conformity with criteria set by the Office of Internal Oversight Services
(b) Implementation by programme managers of assessments on programme effectiveness and efficiency	(b) (i) Percentage of inspection recommendations implemented (ii) Percentage of evaluation recommendations implemented
(c) Improved quality of management consulting services	(c) Percentage of clients expressing satisfaction with services rendered
(d) Increased capacity of programme managers to use self-evaluation as a means to improve programme effectiveness	(d) Increased number of departments conducting systematic self-evaluations

Strategy

25.7 The Monitoring, Evaluation and Consulting Division will advance results-based management by assisting programme managers in the application of the relevant methodologies and tools. The Division will promote efficiencies by providing timely assessments and advice on programme design and implementation to programme managers. It will offer consulting, learning and self-evaluation services using a collaborative, results-driven and client-oriented approach. It will continue to report to the intergovernmental bodies on the relevance, usefulness, efficiency and effectiveness of the Organization, in order to facilitate their decision-making.

Subprogramme 3
Investigations

Objective of the Organization: To ensure compliance with regulations and rules of the United Nations and to minimize the occurrence of fraud, violations of regulations and rules of the United Nations, mismanagement, misconduct, waste of resources and abuse of authority.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Better protection of the Organization's assets and resources and greater compliance with the Organization's rules and regulations	(a) (i) Increased percentage of recommendations accepted (ii) Increased percentage of recommendations implemented
(b) Increased understanding of trends and risks by relevant parties for mitigation action	(b) Percentage of recommendations related to trends and risks accepted

Strategy

25.8 The Investigations Division will undertake professional investigations of reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations and other malfeasance in accordance with mandated requirements. Every matter that is received by the Division is assessed in order to identify the level of risk each of those matters presents to the Organization. Those which are deemed as "significant" or higher-risk are given priority, but lower risks still warrant inquiry as resources are available. On the basis of its findings, the Division will recommend the administrative, disciplinary, jurisdictional or other corrective action that should be taken. The Division has also sought to provide managers with the ability to identify risks, including undertaking basic investigative training for departments and offices so that they may be better equipped to address lower-risk matters that the Division would not be able to address. In addition, without compromising the operational independence granted under General Assembly resolutions 48/218 B and 54/244, the Division will provide investigative services to the United Nations Funds and Programmes, as appropriate.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218
57/292	Questions relating to the programme budget for the biennium 2002-2003

Programme 26
Jointly financed activities

A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX) of 18 December 1974, the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) Percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) High percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) Reduction in time between the request for surveys and the carrying out of cost-of-living surveys and the number of duty stations reviewed for hardship and mobility classification
(e) Up-to-date daily subsistence allowance rate system	(e) Reduction in the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives, the Commission's programme of work includes the following areas: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

26.3 According to the statute of the Joint Inspection Unit, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that the optimum use is made of resources available for carrying out these activities.

26.4 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses of trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

Objective of the Organization: To facilitate the improvement of management, the efficiency of services and the proper use of funds among the participating organizations of the United Nations system.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improvement in the ability of intergovernmental organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and cost-effectiveness of their activities	(a) Number and percentage of recommendations presented to and endorsed by the legislative bodies of participating organizations
(b) Improvements in the administrative and managerial practices of secretariats and greater compliance with their respective mandates, rules, regulations, policies and procedures	(b) Number and percentage of outstanding adopted recommendations implemented by the participating organizations
(c) Increased coordination and information-	(c) Number of best practices shared with

sharing among participating organizations	participating organizations

Strategy

26.5 In achieving its objectives the Unit will concentrate on: (a) identifying the key issues and risk areas of the organizations and undertaking research and analysis of those issues; (b) giving greater attention to issues of major importance to legislative organs and the executive heads of the participating organizations and to the United Nations System Chief Executives Board for Coordination; (c) producing action-oriented reports and recommendations; (d) monitoring the implementation of approved/accepted recommendations and reporting thereon; and (e) strengthening its capacity to provide, in accordance with article 5.3 of the statute, reasonable independent assurances to the legislative organs that the activities undertaken by the organizations are conducted in the most effective and economical manner. The Unit will continue streamlining and improving its working methods with a view to increasing its efficiency and the effectiveness of its recommendations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.6 The responsibility for the promotion of inter-agency coordination and cooperation within the organizations of the United Nations system is vested in the United Nations System Chief Executives Board for Coordination (CEB), which, pursuant to Economic and Social Council decision 2001/321 of 24 October 2001, replaced the Administrative Committee on Coordination, established in 1946 by the Economic and Social Council in its resolution 13 (III). Two high-level committees assist the executive heads in performing their functions: the High-level Committee on Programmes, whose central role is the development of concerted and effective responses by the United Nations system to emerging policy challenges and issues relating to international cooperation and development; and the High-level Committee on Management, whose mandate is to provide guidance on administrative and management issues that are of system-wide relevance and promote inter-agency cooperation and coordination on those matters.

26.7 During the biennium 2006-2007, the main focus of CEB in programme matters will be on coordinated system-wide implementation of the outcomes of the first comprehensive review of the follow-up to the United Nations Millennium Declaration and the associated high-level event in 2005 provided for in General Assembly resolution 57/270 B. It will thus focus its work on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992, and the continued strengthening of system-wide support for the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. On the management side, CEB will continue its emphasis on implementation of inter-agency agreements on the security and safety of United Nations system personnel and human resources management, capitalizing on investments in information and communication technologies and promoting best practices in the management and financial administration areas. Those activities are all geared towards ensuring a more integrated and coordinated United Nations system response to the policy directives and mandates of Member States.

Objective of the Organization: To ensure effective mobilization of the full capacity of the United Nations system to implement intergovernmental decisions.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased collaboration and coordination among member organizations in response to decisions of intergovernmental bodies	(a) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas	(b) Number of coordinated system-wide responses to the ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports
(c) Improving knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Number of applications and common platforms as well as knowledge management networks in use and shared by programmes within the United Nations system and with Member States

Strategy

26.8 During the biennium 2006-2007, both the High-level Committee on Programmes and the High-level Committee on Management will continue to engage the organizations of the United Nations system on a system-wide framework to pursue strategic actions pertaining to programme matters and management and administrative issues for the consideration of CEB. The High-level Committee on Programmes will focus on promoting greater synergies among the policies and programmes of the organizations of the United Nations system so as to enhance their overall impact and on ensuring mutual reinforcement between global and country monitoring activities of the Millennium Development Goals. As necessary, the Committee will draw on inter-agency networks and working groups to undertake specific and time-bound activities. In the management area, the High-level Committee on Management will keep on its agenda the strengthening of inter-agency cooperation to reinforce measures for the security and safety of United Nations personnel and focus on promoting best practices, modern management approaches and partnerships in all areas of management, finance and budget. In the areas of information and communication technologies, the Committee will continue to promote greater accessibility to United Nations system information of Member States and the general public, including the further development of the United Nations system Extranet and tools for knowledge-sharing and management.

D. Inter-organizational security measures

Overall orientation

26.9 The primary responsibility under the Charter for the security and protection of personnel of the United Nations system lies with the Member States. However, there are situations under which Governments do not provide security coverage, particularly during emergency situations, such as abrupt changes in Government, civil disorder and the absence of de facto authorities. In order to enhance the security and safety of personnel of the organizations of the United Nations system in such situations and to prepare for any eventuality, a set of arrangements have been in place since 1980 to ensure coordinated action in all matters relating to the security and safety of field-based staff and their families. Under those arrangements, the responsibility for the coordination of all security matters rests with the Secretary-General, who has appointed the United Nations Security Coordinator to act on his behalf. The Office of the United Nations Security Coordinator was created in 1988 and has the responsibility to coordinate and manage the United Nations security management system. Concerned about the occurrence of attacks and threats against United Nations personnel, the General Assembly, in its resolution 54/192 of 17 December 1999, recognized the need to improve the safety and security arrangements for United Nations personnel and to strengthen the Office of the United Nations Security Coordinator. The Security Coordinator acts on behalf of and reports directly to the Secretary-General.

26.10 The United Nations Security Coordinator coordinates and monitors the planning and implementation of inter-agency security and safety programmes, including all training. The Security Coordinator acts as the focal point for inter-agency cooperation concerning security matters and reviews security plans formulated by designated officials in each country to ensure that each duty station is adequately prepared for likely contingencies. The Coordinator will, inter alia, maintain on a continuing basis an assessment of exposures and vulnerabilities to actual or potential emergency situations, prepare information and instructions and arrange for pre-assignment briefings so as to assist designated officials, review all requests for security and communication equipment and issue monthly travel advisories. A mechanism of accountability and responsibility of security officials at all levels of the security management system is in place to ensure that the officials responsible for the security of the United Nations operations and personnel in the field are held accountable for both their action and inaction.

Objective of the Organization: To protect staff members of the United Nations system, associated personnel and eligible family members at all duty stations for which the Office of the United Nations Security Coordinator is responsible.

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved security and safety of the working environment in accordance with the minimum operating security standards	(a) Reduction in the number of deaths, injuries, abductions and other security-related incidents in the field
(b) Improved coordination of policies and procedures relating to the security and safety of United Nations field-based staff and family members	(b) All duty stations have established and complied with the minimum operating security standards updated and revised, as necessary
(c) Improved level of minimum standard security training for staff	(c) Increased percentage of staff having received the training stipulated in the report of the Secretary-General on inter-organizational security measures: framework for accountability for the United Nations field security management system (A/57/365)
(d) Improved stress management training for staff and their families in the field	(d) Increased percentage of staff and their families in the field who have received stress management training

Strategy

26.11 In achieving its objective, the Office of the United Nations Security Coordinator will concentrate on creating conditions to minimize security-related incidents by: (a) coordinating safety and security issues between the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) monitoring, through compliance, assessment, survey and inspection missions, the implementation of the minimum operating security standards at field duty stations; (e) updating guidelines and directives and conducting training; and (f) coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field. Those efforts will enforce the accountability and responsibility of designated officials, field security officers and other actors within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233 and 57/284 A and B	Joint Inspection Unit
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005
58/286	Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

D. Inter-organizational security measures

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
57/567	Inter-organizational security measures framework for accountability for the United Nations field security management system
58/122	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and its associated personnel

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